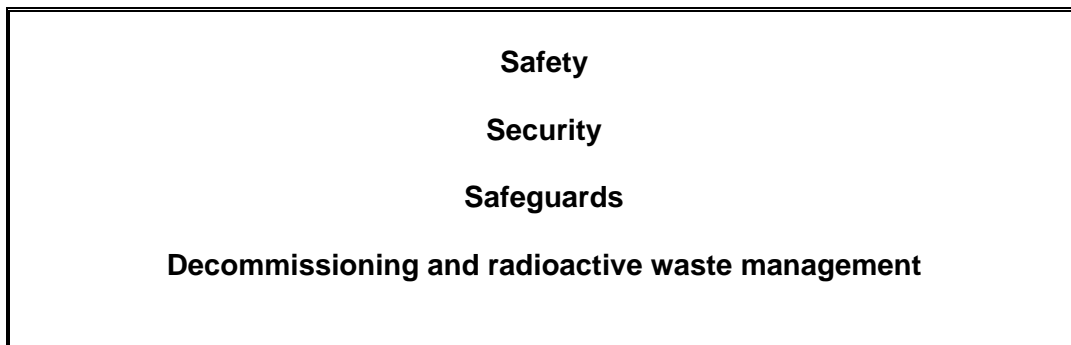


HEALTH AND SAFETY EXECUTIVE

NUCLEAR DIRECTORATE

NUCLEAR PROGRAMME STRATEGY AND

OPERATING PLAN 2009



ND Nuclear Programme Strategy and Operating Plan 2009
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SECTION 1

INTRODUCTION

1. In this document the Health and Safety Executive's Nuclear Directorate sets out what it aims to achieve in the medium (up to 5 years) and longer term (more than 5 years) and the steps that need to be planned to realise these aims. This builds on the changes made in 2008 to ND planning practice when the decision was made to combine two documents that were previously separate: the ND Strategic Plan and the ND Plan of Work. It adopts an approach to setting out intentions based on Cabinet Office guidance. The joint document meets the requirement for a Functional Directorate Operating Plan for the years 2009/10 to 2011/12.
2. The change in approach reflects decisions taken in October 2007 to build on and strengthen previous ND work to develop greater long-term strategic direction to the delivery of ND's aims. Experience has underlined the importance of consistency of attention in many of the regulatory issues facing the nuclear industry, and the current climate highlights the need to account for progress in addressing these issues. This new, combined document will lead to improvements in both of these areas. It is also intended to help stakeholders understand more clearly what ND is trying to achieve in the work that it carries out. For ND's own teams it identifies factors that need to be taken into account to secure progress and provides clear direction to all staff in the Directorate on what is expected of them to help achieve ND's Mission to:

'protect people and society from the hazards of the nuclear industry'

3. ND has also now gained a year of experience in operating to the new framework and as a result has placed more emphasis in this year's plan on the identification of objectives that are SMART (specific, measurable, achievable, realistic, time bound) and also on the development of management metrics to track delivery of progress. Much more significantly, HSE has now made the decision for ND to become a Statutory Corporation and work has started to make the changes necessary to achieve this status by 1 April 2010. The workstreams needed to secure these changes have not yet been fully developed but will be worked into successive versions of this document as they emerge.
4. This Nuclear Programme Strategy and Operating Plan document is set out in three Sections. Section 1 describes how ND goes about its business and identifies key issues facing the Directorate as a whole. Section 2 maps out the near and longer term Directorate Objectives intended to address those issues; and Section 3 sets out the detail of how Divisions will secure the Directorate Objectives.

HSE EXPECTATIONS

5. The Nuclear Directorate (ND) will remain under the auspices of HSE when it moves to Statutory Corporation status. HSE is itself in the process of developing

a new strategy, which it intends to publish in November. The background to this new HSE strategy is the continuing high cost to society of work related accidents and ill-health (estimated at £20 billion, or 2% of GDP) and the fact that Great Britain's health and safety performance has stopped improving. It is HSE's view that there is a need for change and that ways have to be found to begin again the process of improvement. Particular emphasis is expected to be placed on:

- The balance of risk accruing to all those with responsibilities for health and safety: employer, self-employed, manufacturer, supplier, employees.
 - The role of third party organizations such as trade associations, consultancies, Government Departments.
 - Wider HSE capabilities such as research, provision of information and advice, promotion of training.
6. The HSE strategy consultation document contains ten goals for securing improvements. Annex 1 sets these out, together with the ND Directorate Objectives that will contribute to their delivery.

THE NUCLEAR DIRECTORATE

7. HSE regulates the nuclear industry through its Nuclear Directorate (ND). ND is responsible for: the regulation of nuclear safety of Great Britain's nuclear power stations, nuclear chemical plants, decommissioning activity, defence nuclear facilities, nuclear safety research and nuclear related waste facilities; regulating the security of civil nuclear facilities, civil nuclear related transport; operational safeguards matters.
8. The nuclear industry is a diverse major hazards industry, with a legacy of nuclear technology development, which currently contributes approximately 20% of the UK's electricity needs, and provides the country with its strategic defence requirements.
9. Through its own regulation and in partnership with other regulators and agencies, ND aims to deliver the major hazards DSO (Departmental Strategic Objective) target, and meet HSE's strategic goal of *'reducing the likelihood of low frequency high impact catastrophic incidents whilst ensuring that Great Britain maintains its capabilities in those industries strategically important to the country's economy and social infrastructure'*. ND takes responsibility for approving security arrangements within the industry, and for securing compliance with those arrangements. It also oversees safeguards measures to verify that countries comply with their international obligations not to use nuclear materials for nuclear explosives purposes.
10. ND carries out routine inspection, assessment and enforcement activity; operates the nuclear licensing process on behalf of HSE; carries out international and other work in support of wider national and international imperatives. It also contributes to the achievement of HSE's DSO targets on

occupational health and safety at nuclear sites. Much of its work is now based around the concepts of interventions, leverage and integrated working, with a clear focus on the outcomes that need to be delivered to deliver its mission.

11. Details of ND's organisation are on the HSE website. Pan Directorate issues of current concern to the whole of ND are summarised in paragraph 24.
12. Directorate Objectives for 2009/10 are set out in Section 2 of this document. Individual Division-specific issues are set out in the introduction to the Divisional Plans in Section 3 together with Divisional delivery intentions against Directorate Objectives. More detail of the strategic approach now being adopted for Directorate management oversight of ND activity is given below.

SECTION 2 STRATEGIC PLAN

13. In November 2007, the ND Management Board decided to extend its developing strategic approach to cover the whole span of ND's activity. It also decided to adopt, where appropriate, the Cabinet Office guidance on best practice for strategy work. It is useful to repeat the meaning of the terminology used in this guidance to avoid any confusion in the definition of ND intentions:

Strategic Direction describes the desired future and sets out what needs to be achieved to bring it about.

Strategy is the overall process of deciding where we want to get to and how we are going to get there.

A **vision** is a statement that describes the desired future.

Aims are the outcomes needed to achieve the desired future.

Objectives are the steps that need to be achieved to realise the aims.

14. In addition, ND defines activities in terms of '**operational strategies**' for safety and security. For the purposes of this document this is taken to describe activities that Divisions determine in the medium term (typically up to five years) for the delivery of Directorate objectives. **Milestones** are steps determined by the operational strategies developed by Divisions that indicate satisfactory progress towards Directorate and Divisional objectives. Strategic direction and operational direction and delivery are linked, see figure 1.

VISION, DIRECTION AND PLANS

15. Strategic direction is a function that ND applies to all its activity as a key principle of sound leadership. Strategy and strategic projects are not just reserved for improvement and change work. On this basis, the ND Management Board has agreed the following vision statements, which replaced the seven Strategic Goals set out in the Strategic Plan 2004/10. These four Vision Statements inform all ND's work and guide progress on ND's mission to '**protect people and**

society from the hazards of the nuclear industry’. Vision Statement 1 and 4 account for the majority of ND resource:

- Vision Statement 1 - Sustained excellence in nuclear safety and security performance in the nuclear industry of Great Britain.
- Vision Statement 2 - The public, society and other key stakeholders are confident in the regulation of nuclear safety and security in Great Britain.
- Vision Statement 3 - Great Britain is regarded internationally as a leader in the regulation of nuclear safety and security.
- Vision Statement 4 ND sustains effective, efficient and value for money safety and security regulation in Great Britain.

16. It is anticipated that these vision statements will remain stable for a considerable period, as will the associated aims. In the Strategy section of this document in Section 2 they are further developed into Directorate Objectives in line with the Cabinet Office model. Near-term Directorate Objectives then form the basis for all in-year planning and delivery processes, with the detail of how Divisions meet these objectives set out in the Operating Plan section of this document in Section 3, together with broad details of the industry context within which operational strategies have been developed. Longer term Directorate Objectives are more speculative and will be subject to the analysis, optioneering and evaluation processes that are an essential part of strategy development. Directorate Objectives are kept under continual review and this document is updated through the year as necessary to take advantage of successes and also to deal with setbacks. It will be updated and re-issued at least annually by 28 February to serve as the basis for forthcoming planning.

17. ND uses Directorate Objectives as the ‘currency’ for setting strategic direction for its main activities and delivering the necessary progress. This is consistent with continuing steps to further improve the leadership and management of ND but, more importantly, provides a basis for the performance management that can legitimately be expected of an effective and efficient forward-looking regulator. It should also help to secure and improve continuity and consistency of attention at a time of very significant change in the nuclear sector.

SECTION 3 - OPERATING PLAN

18. The Operating Plan in Section 3 sets out the activities that Divisions will carry out in the forthcoming year to realise the Directorate Objectives identified in the Strategic Plan section of this document. It provides the context within which Divisions work. The framework is the same for each Division but the content will vary within Divisions depending on the issues that they each face and the strategies that they adopt for their resolution.

19. ND is moving towards an approach to planned activity based on the definition of 'inputs' 'outputs' and 'outcomes' developed in conjunction with the OSDD project, together with milestones that mark progress towards achieving these. These are defined as follows:

Input: an activity under the control of ND that is intended to achieve a result (for example a series of presentations to a licensee on how to develop an adequate safety case).

Output: the desired effect of an input, or inputs (for example the creation of a new safety case development process by the licensee).

Milestone: a key measurable step on the way to completing an input (for example development of agreed NII view on safety case expectations as a preliminary step to presenting this to licensees).

Outcome: the actual result of achieving the output(s). For example, better control of safety resulting from the proper understandings generated from a sound safety case process.

20. In overall terms, therefore, Divisions are expected to set out their in-year intentions in a 'language' (input/output/outcome/milestone) that helps them to account for progress towards Directorate Objectives in a coherent way. Attainment of Directorate Objectives should meet the Directorate aims that are intended to realise the Vision. The in-year contribution of individuals to the Divisional intentions, as set out in performance agreements, will thus have a clear line of sight to top-level Directorate aspirations. It should be noted that Objectives are identified in this plan when a particular outcome is intended and needs to be planned. A significant amount of work is by nature continuous 'service' activity that is not planned in an objective sense but carried out against set performance standards. Where appropriate this is identified under Aim 4.1.

ROLES

21. The ND Management Board sets out the Vision, Aims and near-term Objectives that lead the strategic direction of the organisation as a whole. It also oversees the development of the relevant delivery strategies.
22. Heads of Division ensure that their Divisions develop the operational strategies and Divisional Objectives that are needed to help reach Directorate Objectives, and hence the Directorate Aims whose attainment will realise the declared Vision. Thus the Management Board sets the direction for the organisation and guides the processes that are necessary to make progress; Divisions make arrangements for making the right progress.
23. Division 4 is tasked with the development and management of this document and the monitoring and reporting of performance against it.

DIRECTORATE PRIORITIES

24. Current priorities. The ND Management Board determines Directorate Objectives (DOs). The planning cycle nominally starts in October but the need for new DOs can emerge at any time and this plan is therefore kept under continual review and revised as necessary through the year. DOs set out in this issue (Version 1 of the 2009/10 plan) were determined on 20 January 2009. In Section 3 of this document, each Division also sets out the particular issues facing their regulatory programmes. Key pan-Directorate priorities for 2009/10 include:

- Change and development work associated with the move to a Statutory Corporation. It is intended that much of this will be carried out with expert support so that operational performance is unaffected (in the longer term it will be enhanced). NB: the need for this work emerged after the January workshop.
- Improvements to overall levels of compliance with the requirements of nuclear site licence conditions, in particular in the areas of safety cases and periodic safety review. ND's own findings show clear scope for the performance of the best to be matched by the performance of the majority.
- Further support to the development by industry of nuclear Safety Performance Indicators. This is the continuation into implementation of joint ND/industry project work intended to provide a ground breaking process whereby licensees can objectively assess their safety performance and make changes where necessary.
- Greater attention on licensee research management as one of the pillars of sustained excellence in safety and security performance.
- The development of a more open and inclusive approach to the identification of the need for regulatory interventions and the best way of delivering associated improvements. Feedback has shown that an open and effective regulatory dialogue is key to regulatory consistency and there are many other reasons for an open inclusive approach to regulation.
- The development and implementation of a new strategy for the regulation of de-commissioning activity at nuclear licensed sites across the whole NDA estate. This is intended to rationalise the need for de-commissioning hazards to be properly controlled at licensed sites and the national priorities for hazard reduction at de-commissioning sites across the UK as a whole.
- Implementation of changes in culture from a site-oriented approach to regulation, to a programme-oriented approach whereby resource is allocated to areas of greatest need within a defined regulatory programme and managed in a way designed to deliver the most effective results, using the Leverage Model as a matter of routine (through the implementation of the results of the Operational Strategy Disciplined Delivery project, OSDD).

- Continuation of crucial work associated with Generic Design Assessment of potential new build reactors, as well as new build activity in other programmes and pre-licensing activity associated with the deep geological disposal facility.
- Further build up in staff numbers in ND to support future work needs, and the considerable learning and development workload that accompanies the planned expansion.
- Completion of work to carry on with internal continuous improvement programmes, some associated with the IRRS mission planned for September and some associated with existing projects such as the Operational Experience Feedback (OEF) project aimed at putting in place an OEF process that meets international good practice.

25. Future issues. Current priorities are mapped out in near term Directorate and Divisional Objectives in Section 3. Section 2 of this document also sets out some longer term Directorate Objectives that seek to anticipate potential developments in the regulation of nuclear safety and security. The process for doing this includes capture of information from ND's own internal arrangements for managing key business activities (compliance inspection, permissioning inspection and the activity of discipline specialist groups), from ND's developing OEF processes, and from other relevant information. This process is currently being strengthened. Examples of potential longer term interests:

- Research into inspection effectiveness.
- Potential benefit of more proactive engagement with other parts of the UK nuclear industry.
- Improvements in the way in which long term regulatory attention is secured through succession and change.
- Research into implications for nuclear safety of potential changes in societal/industry attitudes to risk control in the nuclear industry.

OPERATIONAL DELIVERY

26. The lower half of Figure 1 shows how Directorate Objectives are delivered through the identification and delivery of Divisional Objectives by the integrated intervention planning process at programme and site level. In reality most of the intelligence and understanding of programme issues resides at the delivery level and the whole delivery process is a matter of matching top-level intent with bottom level understanding. The effectiveness of this matching process is heavily dependent on information and communication streams, which is why figure 1 looks relatively congested and also why it is important for ND to develop its plans in an inclusive way with stakeholders who may be in a position to spot areas that are not as clear as they should be.

27. ND now arranges the delivery of operational regulatory activity on a **programme** basis. A programme is a framework for achieving change and identified outcomes over the long term, consisting of activities and projects managed as a whole over a prolonged period by a programme management team, preferably aligned with a licensee management grouping. The definition is not precise as it has to balance ND's need to have a management control point on which to target influence and the needs of the duty holder to manage their own requirements. Programmes are unlikely to change in the short term but are kept under review. The main ND nuclear safety regulatory programmes at present are:

Division 1: British Energy
 Magnox

Division 2: Sellafield
 Commercial Sites
 Restoration Sites
 Generic NDA Issues and cross-cutting projects
 Non Nuclear Installations Act legislation

Division 3: Weapons programme
 Naval Nuclear Propulsion Programme

28. Metrics and management. When the new approach was developed last year it was recognised that it would need to be complemented by a process for monitoring and securing progress. Three processes have been put in place or are under development:

- Monthly and quarterly monitoring of progress with Directorate and Divisional Objectives. The Finance and Planning team compile a monthly status report against these, based on discussions with Heads of Division. Every quarter these are discussed at the NB Management Board and adjustments made as necessary. Feedback from these discussions in 2008 has been a significant input into this year's plan.
- A set of new top-level Key Performance Indicators is under development to replace the large number previously in use with a smaller number that link more closely to key business processes. These should be in place by 1 April and fully implemented by 30 June.
- Finally it is intended to set up a project to harmonise and rationalise the data used at Divisional level to monitor progress and feedback. At present, Divisional systems have developed differently and there is scope for improved efficiency by building on good practice and experience.

29. In addition to the above, individual integrated intervention programmes are subject to monitoring by programme managers. The methodologies for doing this

- have been developing throughout 2007 and 2008 and are now set out in new guidance for intervention planning in ND's internal Business Management System, INS/008 and G/INS 008 accessible from HSE website www.hse.gov.uk
30. This guidance places considerable emphasis on monitoring and securing the delivery of outcomes that are set out in plans that should be accessible and transparent to all stakeholders.
 31. Communications. Last year, for the first time, the ND joint document 'Nuclear Programme Strategy and Operating Plan' was placed on the ND website with an invitation to interested parties to comment on proposals and make suggestions. This was part of the overall objective to improve engagement with those who can contribute to enhanced nuclear safety and security. This will be repeated this year, with an invitation, to anyone who wishes, to send comments to:

nd.strategy@hse.gsi.gov.uk

32. It should be noted that in a top-level document such as this, it is not possible or even appropriate to present all the detail of planned intentions. More information should be available in local integrated intervention plans and access to this can be gained either by the relevant site inspector or through programme managers.

SECTION 2 – ND STRATEGIC PLAN

This section provides overall direction for ND activities.

The Visions and Aims describe the desired future and the outcomes needed to achieve it. The Directorate Objectives are the means of achievement.

Vision Statements and Aims are not expected to change significantly from year to year. Directorate Objectives, however, are subject to continual monitoring and review and may change depending on progress. In addition, new candidate Directorate Objectives may emerge in the year in response to new developments, or new understandings, or if it becomes obvious that existing Directorate Objectives are not proving effective in securing the associated Aim.

Near-term Directorate Objectives are defined as SMART-ly as possible and are expected to be reflected by in-year Divisional delivery processes. Long term Directorate Objectives are more tentative but will be brought forward as more information and evidence for their need becomes available.

Notes on the plan are set out in Annex 2.

VISION	1 Sustained excellence in safety and security performance in the nuclear industry of Great Britain
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AIMS	1.1 All duty holders are judged to be performing at an adequate level against agreed safety performance indicators ¹ .	1.2 There is an absence of any significant challenge to nuclear safety and security revealed by compliance and permissioning inspection, and licensing, early engagement and licensee re-structuring activity ² .	1.3 By March 2011 progress with all Periodic Safety Reviews and associated improvement programmes has been reviewed and intervention plans changed as necessary to secure necessary ALARP improvements ³ .	1.4. Licensees are carrying out appropriate, proportionate, targeted and funded nuclear safety and security research ⁴ .
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DIRECTORATE OBJECTIVES	NEAR TERM:			
	<p>DO 1.1.1. Complete transition process in SPI work from project phase to implementation by 31 March 2010.</p> <p>DO 1.1.2. Develop successor SPI - based DSO measure for agreement by 31 March 2010.</p>	<p>DO 1.2.1. By 31 March 2015 cornerstone inspections⁵ show that arrangements at all licensed sites are adequately made and implemented.</p> <p>DO 1.2.2. By 31 March 2015 permissioning inspections show that arrangements at all licensed sites are adequately made and implemented.</p> <p>DO 1.2.3. By 31 March 2015 compliance with general fire precautions requirements is judged adequate in all ND regulated nuclear sites.</p> <p>DO 1.2.4. All ND programmes have identified in-year actions necessary to secure in-year 'right first time safety case' improvements by licensees and ensured that intervention plans have delivered these actions by 31 March 2010.</p>	<p>DO 1.3.1. All ND programmes have identified key areas for in-year ALARP improvements and ensured that intervention plans have delivered them by 31 March 2010.</p> <p>DO 1.3.2. All ND programmes have identified in-year actions necessary to secure compliance with LC 15 (periodic safety review) by licensees and ensured that intervention plans have delivered these actions by 31 March 2010.</p>	<p>DO 1.4.1. By 31 December 2009 any deficiencies in licensee research programmes have been identified and programme strategies developed to make good these deficiencies.</p>

		DO 1.2.5. Division 5 inspection programme complete as planned by 31 March 2010.		
	LONG TERM:			
	<p>DO 1.1.3. NII inspection confirms that licensees routinely use mature SPI data to inform their own safety management priorities.</p> <p>DO 1.1.4 Mature SPI data is routinely used in ND programme management processes to inform regulatory priorities (without duplicating licensee data analysis).</p>	<p>DO 1.2.6. Complete research into regulatory effectiveness⁶.</p> <p>DO 1.2.7. Explore with nuclear industry the potential overall benefit to changes in the organisation of regulation⁶.</p> <p>DO 1.2.8 Develop arrangements for securing consistent long term regulatory attention through succession⁶.</p> <p>DO 1.2.9. Develop a regulatory 'register' for all key UK nuclear installations (attention, key hazard controls, safety case status, regulatory priorities)⁶.</p>	DO 1.3.3. All licensee ALARP improvement programmes are judged by ND to be adequate.	DO 1.4.2. Develop an intervention plan to align ND research interests and the MoD nuclear safety research programme.

VISION	2 The public, society and other key stakeholders are confident in the regulation of hazards associated with the nuclear industry in Great Britain.
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AIMS	2.1 ND meets DSO 3 target.	2.2 ND is seen by stakeholders to be a regulator that is independent, expert, transparent, proportionate and consistent, and responsive, and that communicates regularly with stakeholders.	2.3 An effective working relationship is developed and maintained between ND and other non-HSE bodies (regulatory and other) with interests in nuclear safety and security.	2.4 Competent authority and non-statutory roles have been carried out effectively and efficiently.
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DIRECTORATE OBJECTIVES	NEAR TERM:			
	<p>DO 2.1.1. By 31 March 2010 secure the 2008/9 DSO target of 117 in scope events in the preceding 12 month period.</p> <p>DO 2.1.2. Establish new baseline for DSO3 nuclear safety improvements and appropriate improvement targets and timelines, by 30 January 2010.</p>	<p>DO 2.2.1. Improve engagement with those who can contribute to enhanced nuclear safety and security by delivering priority elements of the 2009/10 engagement programme, by 31 March 2010</p> <p>DO 2.2.2. By 1 December 2009 all programme strategies implement the requirement for interventions plans for 2010/2011 to be developed in consultation with licensees.</p> <p>DO 2.2.3 Increase openness and transparency to raise awareness and understanding of ND's roles and responsibilities by delivering priority elements of the 2009/10 engagement programme, by 31 March 2010.</p>	<p>DO 2.3.1. By 30 June 2009 programme managers ensure that relevant intervention plans reflect ND intervention strategy for LC35 intervention and NDA interactions.</p> <p>DO 2.3.2. Establish joint SEPA/EA/ND strategic planning group by 30 June 2009.</p> <p>DO 2.3.3 Re-develop and agree a role for an independent advisory body on nuclear safety to satisfy IAEA expectations and organisational requirements, to a timescale compatible with the establishment of a Statutory Corporation.</p> <p>DO 2.3.4. UKSO to report on the effectiveness of the discharge of UKSO functions under the HSE/DECC (DTI) Memorandum of Understanding to the Chief Inspector by 31 March 2010.</p>	<p>DO 2.4.1. Complete and report outstanding elements of current review of ND emergency preparedness arrangements and effectiveness of rebalanced resourcing by 31 December 2009⁷.</p> <p>DO 2.4.2. Management arrangements for implementation of competent authority functions are in place and reviewed by 30 September for the following competent authority functions:</p> <p>Highly Active Sealed Sources Transfrontier Shipment Regulations Environmental Impact Assessment for Decommissioning Regulations</p>

	LONGER TERM:		
	DO 2.1.3. Establish DSO-based intervention plans (dependent on successful pilot at DO 1.1.2).	DO 2.2.4. Explore the potential benefits and needs of a more pro-active and systematic engagement with the public domain/ stakeholders via the ND website.	DO 2.3.5. Explore the potential benefit of developing pro-active engagement processes with other key UK nuclear industry stakeholders (eg Office for Nuclear Development, Nuclear Industries Association, Nuclear Institute, National Skills Academy Nuclear, National Nuclear Laboratory, DECC etc).

VISION	3 Great Britain is regarded internationally as a leader in the regulation of nuclear safety and security.
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AIMS	3.1 ND is recognised to have had a positive influence on international nuclear safety and security standards.	3.2 ND's involvement in international nuclear safety and security activity is managed in such a way as to sustain ND's worldwide reputation.	3.3 Nuclear safety and security regulatory practice in Great Britain reflects international good practice.
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DIRECTORATE OBJECTIVES	NEAR TERM:		
	DO 3.1.1 Timely, comprehensive and effective ND input has been made to UK reports relating to the Convention on Nuclear Safety (CNS) and the Joint Convention on Spent Fuel Management and the Safety of Radio-active Waste Management (Joint Convention), that demonstrate ND's compliance with convention requirements, in line with their triennial planning cycles. CNS input to be complete by September 2009.	DO 3.2.1. Review the management of ND international activity and implement recommendations, review reported to MB by 30 June 2009.	DO 3.3.1. Planned ND work in outstanding IAEA IRRT/IRRS improvement programmes is completed by 30 September 2009. DO 3.3.2. The UK influences the development of the proposed European Directive on nuclear safety to ensure no detriment to controls in place in the UK regulatory system. DO 3.3.3. Carry out international activity as required to support GDA, in particular MDEP and WGRNR.
	LONGER TERM:		
	DO 3.1.2 JCSFMRWM reports due to be compiled 2011, 2014, 2017. DO 3.1.3 CNS reports due to be compiled 2010, 2013 and 2016.	DO 3.2.2. Review effectiveness and benefit of bilateral arrangements.	

VISION	4 ND sustains effective, efficient and value-for-money nuclear safety and security regulation in Great Britain.					
AIMS	Aim 4.1. ND is judged to be effective and efficient when judged against agreed performance management standards.	Aim 4.2. Timely ND design assessment and licensing/pre-licensing activity for new UK nuclear facilities set standards for future operation that reflect international good practice.	Aim 4.3. ND's workforce management programme ensures that the right people are in the right place at the right time doing their job in the right way.	Aim 4.4. ND sustains a learning culture that secures continual improvement in its capabilities as a modern forward-looking regulator.	Aim 4.5 ND has a demonstrably robust Business Management System, complied with by all staff.	Aim 4.6 ND is ready to operate as a transformed organisation by 1 April 2010.
DIRECTORATE OBJECTIVES	NEAR TERM:					
	<p>DO 4.1.1. Complete development and implementation of ND management metrics, by 30 June 2009 (intention is to clear through MB by 31 March 2009).</p> <p>DO 4.1.2. All programmes and intervention planning fully reflects OSDD expectations by 31 March 2010⁸.</p> <p>DO 4.1.3. Complete development of processes to harmonise use of management metrics and IIS data within Divisions, by 31 December 2009.</p> <p>DO 4.1.4. Deliver effective financial management to</p>	<p>DO 4.2.1 New build assessment and pre-licensing activity is complete to the extent necessary to identify any potential threats to nuclear safety arising from departures from UK standards in new build design.</p> <p>DO 4.2.2. Establish regulatory programme for pre-licensing activity associated with the deep geological disposal facility by 30 June 2009.</p>	<p>DO 4.3.1. By 30 June 2009 establish robust process for determining the level and type of staff resource.</p> <p>DO 4.3.2. Recruit at least 35 new Inspectors between 1 April 2009 and 31 March 2010.</p> <p>DO 4.3.3. Complete tasks emerging from benchmarking L&D audit due 31 December 2008, target date for completion 31 December 2009⁹.</p> <p>DO 4.3.4. Ensure NII input to National Occupational Standard for competence in nuclear safety regulation and secure its completion by 31 December 2009.</p> <p>DO 4.3.5. Establish and</p>	<p>DO 4.4.1. ND OEF process is compatible with international standards by 31 March 2010.</p> <p>DO 4.4.2. 2009/10 safety culture/MfS programme delivered by 31 March 2010¹⁰.</p> <p>DO 4.4.3. By 30 June 2009 all programme management processes are monitoring the adequacy of progress with licensee research programmes.</p> <p>DO 4.4.4. Conclude consultation exercise on LLW bulk quantities and raise change to Nuclear Installations (Prescribed Sites) Regulations 1983, by 31 December 2009.</p>	<p>DO 4.5.1. Complete 2009/10 elements of new build TAG revision project by 31 July 2009.</p>	<p>DO 4.6.1. Establish and implement appropriate planning and project management arrangements in ND.</p> <p>DO 4.6.2. Complete and report on work to scope potential for greater involvement of administrative staff in regulatory work, by 31 December 2009.</p> <p>DO 4.6.3. Complete quality management system improvement project by 31 March 2010.</p> <p>DO 4.6.4. Implement enhanced ND information security arrangements by 31 December 2009.</p>

	central timescales and quality requirements.		implement Technical Support Contractor arrangements by 30 June 2009 .			NB: additional Directorate Objectives will be set when more information is available.
	LONGER TERM:					
	DO 4.1.5. Carry out a self-assessment using the National Audit Office High Quality Public Service Toolkit.		DO 4.3.6. Examine new recruitment and formation processes, including career pathways, partnering processes, secondments etc.	DO 4.4.5. Explore the potential for using term a contractor to carry out the analysis and scoping sections of the new strategy development process. DO 4.4.6. Complete research into the implications for nuclear safety regulation of potential changes in societal/industry attitude to risk control in the nuclear industry.		

SECTION 3 – NEAR TERM OPERATING PLAN 2008/9

DIVISIONAL ROLES AND SCOPE OF ACTIVITY

Division 1

Division 1's role is to improve nuclear safety, prevent nuclear accidents and protect the public from the risks associated with nuclear power at the sites within its area of responsibility.

One of the primary means of achieving this is to ensure the nuclear site licensees for operational and de-commissioning nuclear power stations properly discharge their duties under the relevant legislation.

Division 1 has five operational units covering:

- British Energy Site and Corporate Inspection;
- Magnox Electric Site and Corporate Inspection;
- Project and Systems Assessment. Nuclear Reactors Coolant & Containment Integrity;
- Nuclear Radwaste, Radiation Protection, Fuels & Human Factors;

and one administration unit.

The nuclear licensed sites regulated by Division 1 include the British Energy sites at Dungeness B, Heysham, Hartlepool, Hunterston B, Hinkley Point B, Sizewell B, Torness, and Magnox Electric sites at Berkeley, Bradwell, Chapelcross, Dungeness A, Hinkley Point A, Hunterston A, Oldbury, Sizewell A, Trawsfynydd and Wylfa.

Division 1 also contributes to the development of improved delivery processes for the Directorate as a whole, international work and cross-cutting HSE work in the major hazards area.

Division 2

The Division regulates safety on a variety of nuclear fuel cycle and nuclear research sites, as well as providing a number of corporate functions to ND and HSE. At the Sellafield site the licensee is responsible for fuel cycle operations, the control of hazards associated with legacy facilities and waste management and decommissioning. There are now different licensees at Dounreay and Windscale (previously operated by UKAEA), and these sites along with Harwell and Winfrith are focussed on restoration. The Division also regulates several smaller sites where licensees undertake uranium enrichment, fuel manufacture, research reactor operation, production of radio-isotopes and management of low level waste.

The Division manages the UK Safeguards Office (UKSO) which has responsibility for the operational aspects of the UK's safeguards activities on licensed sites and for safeguarding material used in industrial applications and for research.

The Division leads for HSE on regulation under the general fire precautions legislation at nuclear sites, construction sites and for ships under construction or repair. The Division also leads for the Directorate on conventional health and safety, regulation under the Environmental Impact Assessment for Decommissioning Regulations 1999 (EIADR), and radioactive waste and decommissioning strategy.

The Division works closely with other HSE directorates, regulators including HSE's Office for Civil Nuclear Security (OCNS) and the Environment Agencies (EA and SEPA), and Government Departments (BERR and Defra, in particular). Because many of the Division 2 licensees perform their work under a contract with the Nuclear Decommissioning Authority (NDA), the Division has established a range of interactions with NDA.

Division 3

Division 3 regulates a variety of defence licensees and duty holders, each with very different missions and characteristics. These range from the complex developing sites at Aldermaston, Burghfield and Devonport Dockyard; operating sites such as Rolls Royce at Derby and BAE Systems at Barrow; and, sites with decreasing activity such as Rosyth.

The Division is also responsible for the Ionising Radiations Regulations (IRR) inspection of naval bases and other facilities supporting the MoD nuclear submarine programme, and for general liaison with MoD on nuclear and radiological safety activities.

On behalf of the Directorate, the Division leads on Security-Informed Nuclear Safety Projects, Siting and Land Use Planning, Emergency Arrangements (including testing of local authority plans under the Radiation Emergency Preparedness and Public Information Regulations (REPPPIR)), licensing and providing strategic direction for “leadership and management for nuclear safety”; and providing specialist services on radiological protection related activities.

To undertake these activities the Division has five operational units and an administration unit

Division 3 works closely with other regulators who have an interest in the sites which the Division regulates. These include external regulators such as the Environment Agencies (EA and SEPA) and internal colleagues in HSE (Hazardous Installations Directorate, Explosives and Field Operations Directorate). The nature of activities in the defence environment means that Division 3 has developed, and continues to work, under a jointly agreed ‘Letter of Understanding’ with the Defence Nuclear Safety Regulator (DNSR).

Division 4

The Division consists of 3 units, a mixture of experienced inspectors and administrators who carry out a combination of activities that fall into one of three functions:

- Directorate services;
- Service support to operational divisions ;
- Strategy.

These functions are responsible for:

- Finance and planning;
- Strategy, including specific strategic projects, development of strategic processes;
- Communications and stakeholder engagement;
- Management of the Director’s office and international work;

- Legal input to reactive work; and
- Development of ND's learning and development framework.

The ND Human Resource Business Partner with functional responsibility for all human resource matters is also embedded in Division 4. In many instances, the Division serves as the focal point and gateway for contact with other stakeholders, both within HSE and externally.

Division 5

The Office for Civil Nuclear Security (OCNS), now integrated into ND as Division 5, regulates security activity in four distinct yet inter-related areas of competence known collectively as Protective Security, and referred to individually as Site Security, Transport Security, Information Security and Personnel Security. OCNS regulatory responsibilities and the obligations placed upon all those involved in the civil nuclear industry are laid out in the Nuclear Industries Security Regulations 2003 (NISR 03).

Division 6

Division 6 leads activity for the Nuclear Directorate on Generic Design Assessment (GDA). The GDA is a structured, multi-step process spread over several years that was developed by the Nuclear Directorate and the Environment Agency to assess nuclear power station designs. A GDA is likely to take around three and a half years, after which it should be possible to say if a design is acceptable or not for generic use in the UK. This includes whether it would be able to operate safely and securely.

CONTEXT AND OPERATING ENVIRONMENT FACTORS

General

The detailed Divisional Objectives set out in Section 3 reflect the Directorate-wide issues detailed in Section 2. Changes in the nuclear industry itself continue to generate significant regulatory attention on licensing, re-licensing, restructuring, management and safety culture issues.

Amongst the many changes in the nuclear industry is the way in which decommissioning and associated activity is now managed, and objectives have been identified in relation to the Nuclear Decommissioning Authority. At the same time, and against the ageing of operational plant, ND will continue to maintain its scrutiny of the adequacy of compliance with nuclear site licence requirements, in particular the adequacy of nuclear safety cases.

Potential new nuclear build activity is clearly likely to occupy an increasing amount of ND attention and there are also a number of new ways of working associated with ND's new build activity that will be relevant to the Directorate as a whole (use of the Technical Services Organisation approach, greater transparency and openness).

New build interests have also highlighted the importance of securing the nuclear skills base. Apart from monitoring industry developments in this area, ND is also taking steps to secure its own future skills base as it seeks to increase inspector numbers to address future demands.

Finally, as with all NDPBs, ND will continue to seek improvements in effectiveness and efficiency, and to make the most of its staff capabilities. The new approach to strategy and planning set out in this document, and captured in Section 3, is one example of this.

Division 1

Division 1 is subject to most of the issues facing the nuclear industry as a whole such as: re-structuring and other organisational strains; pressure on the nuclear skills base; ageing and legacy issues; adequacy of safety cases;

Ageing issues in particular lead to significant activity and workloads associated with the periodic safety review process, as well as the need to consider safety cases for emergent age-related issues including the integrity of boiler tubes, graphite and boiler closure units.

The delivery of planned activity in these areas is always at risk from the need to address unavoidable reactive issues related to additional unforeseen permissioning work. The front line delivery programmes are:

- British Energy
- Magnox

Division 2

The front line delivery programmes for the Division are:

- Sellafield
- Commercial Sites
- Restoration Sites
- Generic NDA issues and cross-cutting projects
- Non Nuclear Installations Act legislation

Major industry restructuring as a result of NDA competition and the reliability of ageing facilities are significant factors which have the potential to adversely affect safety on Division 2 sites.

Division 3

In common with the rest of the Directorate, Division 3's focus is on a number of front line delivery programmes and on contributing, where appropriate, to the Directorate's International Plan, Strategic Projects and to HSE Major Hazard Cross Cutting work.

The front line delivery programmes for the Division are:

- Defence – Nuclear Weapons Programme
- Defence – Naval Nuclear Propulsion Programme
- Security Informed Nuclear Safety
- Nuclear - Emergency Arrangements
- Nuclear - Radiological Protection
- Nuclear – Siting and Land Use Planning Programme
- Nuclear – Licensing, and leadership and management for safety

Following Government announcements in 2004, 2006, and the parliamentary decision on the future of the UK's nuclear deterrent in 2007, the Division has been seeking to increase its resource to deal with the associated MoD Major Investment Programmes. However, in common with the rest of the Directorate, Division 3 has a number of staff vacancies. As a result of its continuous review of actual resources and current priorities, a number of temporary adjustments have been made to its organisational structure for 2008/09. The relentless pace of change in the industry itself is placing a premium on the use of the Division's safety management and culture expertise, and the way in which technical expertise is utilised generally.

Division 4

Many of Division 4's activities lead to considerable involvement in wider Government/Civil Service initiatives such as the drive for modernisation, value for money and ever greater effectiveness and efficiency.

Much of the work that derives from this must be progressed on an HSE-wide basis and the Division is fully committed to working with partners in HSE to make the most of developments. However, the uniqueness of the nuclear regulatory system means that the particular characteristics of its regulation also have a significant influence on the Division 4.

In particular, the emphasis on openness and stakeholder engagement is driving a number of workstreams, as is maximising the efficiencies and effectiveness gains from OCNS and UK Safeguards Office joining ND

Behind all of this lies the fundamental need for ND resources to be most effectively matched to business demands. This will lead to significant activity in learning and development processes, workforce planning, recruitment, and exploration of ways to make the most of existing resource.

Division 5

In common with the rest of the Directorate, the Division's focus is on front line delivery and on contributing, where appropriate to, the Directorate's Strategic Projects and other activities.

Division 5 possesses individual and collective expertise which is made available, subject to operational constraints, for various international projects on request. This is to support the United Kingdom's interest to promote the adoption of best practice internationally in the security of nuclear material.

Division 6

The Fundamental Safety Overview, Step 2 of the Generic Design Assessment (GDA), was completed in March 2008. The Division 6 near term plan concentrates on the Overall Design Safety Review, Step 3 of the GDA process, and the considerable stakeholder engagement processes that have been developed to ensure that the assessment process is as open as it can be. We will complete GDA Step 3 on 27 November 2009, and then move into GDA Step 4 with an overall target of completing a substantial GDA assessment by June 2011.

Following successful completion of the GDA, potential operators would need to find a suitable site, deal with any site specific issues; demonstrate their capability to operate the design safely and to take on the responsibility of a nuclear site licensee and, apply to ND for permission to start construction. It is anticipated that this activity could increase significantly in the near term.

As well as the agreement of the nuclear regulators, a potential site operator will need other legal permits, e.g. planning permission, before starting to build. Once any future construction has started, ND will work closely with the site operators to make sure that the power station complies with the requirements of the law.

It is anticipated that there will be a significant amount of political and other interest in this area, and near term plans will ensure this is adequately serviced.

KEY ISSUES ADDRESSED IN EACH DIVISIONAL PLAN

Division 1

The top priorities for Division 1 in 2008/09, which reflect the operating environment, are:

- For British Energy (BE):
 - improve the way we interact with BE to enhance our impact at all levels;
 - review the Heysham 1 and Hartlepool PSR submissions and report the NII findings. Monitor the implementation of follow-up work arising from the PSRs for Hinkley Point B, Hunterston B, and Dungeness B;
 - review and monitor implementation of the strategy BE have developed in response to ageing, and reliability issues on safety related plant and equipment.
- For Magnox:
 - the effective transition to shadow working prior to separation into Magnox North and South;
 - develop and implement an intervention strategy for reducing hazards at post operational Magnox sites; and
 - review the proposed S3 project and develop appropriate intervention strategies so that Magnox implement an appropriate ALARP informed approach

Division 2

The top priorities for Division 2 in 2008/9, which reflect the operating environment are:

- For Sellafield

To continue to encourage strongly the development and creation of 'cradle to grave' Strategic Operating Plans, which ensure safety, and which are maintained throughout the operational life of a facility. We require these to cover key areas such as Magnox, Oxide and Plutonium Contaminated Waste, whilst giving appropriate consideration to contingency and adequacy of the asset.

To ensure continuing safe operation of the Sellafield Highly Active Liquor Evaporation and Storage (HALES) Facility. Including the development of long term Highly Active Storage Tanks (HAST) and Evaporator strategies which ensure continued safe storage of HAL and continued control of Highly Active Liquor (HAL) stocks.

- For Restoration Sites

To continue to encourage strongly reductions in legacy hazards and to ensure timely progress by developing and agreeing appropriate short term delivery milestones.

To apply leverage to ensure improved project delivery on key risk reduction projects and the development of sustained improvements in operational safety performance.

To ensure appropriate compliance with LC35 and the development of licensee arrangements to ensure adequate progress is made with decommissioning at all sites.

- For Commercial Sites - Text being drafted.
- For Generic NDA Issues and Cross-cutting Projects

To ensure Sellafield, UKAEA and NDA adequately manage waste and spent fuel.

To agree the regulatory strategy for UK radwaste and decommissioning in order to inform our assessment of the strategies produced by duty holders.

To encourage timely development of adequate management and remediation strategies for contaminated land.

To influence improved safety culture at Sellafield and UKAEA through promoting sustained operational excellence; covering such areas as safety performance indicators, operations feedback and improved safety case production performance.

To develop site-wide intervention strategies that ensure continued safety improvement at Sellafield. Particular interventions will cover such aspects as control of contractors, control of modifications, procurement of resources and equipment, and management oversight in the workplace.

To secure continuing improvement in asset management and to ensure contingency plans are developed to ensure plant failures do not become safety critical.

- Non Nuclear Installations Act legislation

To ensure that safeguards implementation in the UK is proportionate.

To ensure appropriate EIADR implementation

To develop and implement a strategy for regulation of conventional health and safety compliance, and general fire precautions, at nuclear sites; construction sites; and, shipyards.

Division 3

With the special nature of its activities, the Division has adopted Programme and Project working to plan its intervention activities. It will work with its licensees, duty holders and other regulators to secure improvements in nuclear safety performance within the defence sector, whilst maintaining the regulatory oversight necessary to provide assurance of safe operating practices and environments at all sites regulated by the Division.

- Intervention priority on AWE in 2008/2009 will require increasing regulatory oversight of design thinking for new and refurbished facilities associated with the licensee's major investment scheme
- At Devonport interventions will continue to support the integrated site staged improvement plan to upgrade the existing facilities. The focus will be on enabling the defueling of decommissioned submarines to continue from 2012 or earlier.

- To meet the programme requirements for the build of the new Astute class of submarines, and for the successor programme agreed by parliament in 2007, Division 3's intervention strategy will continue to ensure that the facilities and safety management arrangements at Barrow, Derby and other naval nuclear facilities are satisfactory.

Division 3 will provide the necessary lead and oversight for the Directorate of security related safety projects, emergency arrangements, siting/land use planning, nuclear site licensing and leadership and management for safety.

In particular it will oversee the development of programmes for the design and construction of enhancements in vital areas of civil nuclear facilities. It will also seek to enhance emergency arrangements in the Directorate (and Major Incident Response in HSE), by progressing the 'emergency arrangements improvement plan'. This will give priority to those activities which will be the focus of the next IAEA IRRS mission to the UK. Additionally, it will lead on Directorate-wide work on:

- Development and implementation of safety culture and management strategies; and
- Re-licensing and assessment of licensee re-structuring proposals.

In response to the government's decision to pursue an option for civil nuclear new build, Division 3 will provide specialist assessment advice and guidance to DBERR and stakeholders in the area of strategic siting and land use planning demographics.

On behalf of the Directorate, Division 3 will provide the lead in maintaining the delivery of the Approved Dosimetry Service assessments for the nuclear sector.

Division 4

Division 4 provides the hub for developments in ND's regulatory activities aimed at ensuring that the business is run efficiently (through planning and finance services) and effectively (through providing operational strategic direction). It also leads on learning and development, and ND's increasing attention to communicating effectively with all its stakeholders. These issues and interests are reflected in the workstreams set out in this year's plan covering the following general areas:

- strategic projects and developments

- Operational Strategy Disciplined Delivery (OSDD) work.
 - Safety Performance Indicators (SPI) project.
 - Operational Experience Feedback project (including lead role on LC 7 benchmarking inspections).
- learning and development;
 - communications, internally, with stakeholders, and internationally; and
 - improved Directorate service functions.

Division 5

In 2008/8 Division 5 will address key issues relating to:

- the need for organisational developments to remain fit for purpose against changes to the nuclear industry, in particular the strategic direction set by the activities of the NDA and the implications of new build;
- continued improvements in effectiveness and efficiency, including those deriving from greater integration with ND;
- consideration of changes to support Government's aim to reduce the number of UK vetting agencies whilst maintaining Division 5's role as the vetting authority for the civil nuclear industry;

Division 5, in common with the rest of the Nuclear Directorate, is developing its organisation to continue to be fit for purpose as the civil nuclear industry changes due to the strategic direction being set by the NDA and the Government's decision to promote new nuclear power as a constituent of the energy portfolio going forward;

In addition, Division 5 continues to seek ways to further integrate into the Nuclear Directorate following it joining the HSE in April 2007 and to respond to the changes being pursued by Government to reduce the number of vetting agencies in the UK. In the

latter case attention will be paid to ensuring that this will not compromise Division 5's role as the vetting authority for the civil nuclear industry.

Division 6

The Division 6 plan concentrates on issues associated with taking forward Step 3 of the GDA, stakeholder engagement processes and international liaison relating to new build standards. It will also be looking to implement responses to the Independent Review Board's report on Step 2, which includes recommendations for Steps 3 and 4. The Independent Review Board recommendations included reviewing progress towards the end of 2008 and considering whether it would be appropriate to adopt The Office of Government Commerce (OGC) project management principles.

The Independent Review Board undertook a follow-up review of GDA processes and AMTEC Consulting were brought in to consider the case for adopting OGC project management principles. Both AMTEC Consulting and the PRB have reported and ND6 is acting upon the comments and recommendations made. This includes further developing ND6's project management capability and appointing two dedicated Project Managers. Both the Independent Review Board Report and AMTEC Consulting Report, along with ND6's responses, have been published on the GDA website

Nuclear Directorate Operating Plan for 2009/10

VISION	<p>1 Sustained excellence in safety and security performance in the nuclear industry of Great Britain.</p> <p>(Dutyholders 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 continuous improvement.)</p>
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DIVISIONAL OBJECTIVES	<p>AIM 1.1: All duty holders are judged to be performing at an adequate level against agreed safety performance indicators.</p>
	<p>Directorate Objective 1.1.1. Complete transition process in SPI work from project phase to implementation by 31 March 2010.</p>
	<p>Division 4 1.1.1/1 Provide NII-agreed SPI inputs to the first two quarters' NII regulatory review/IPG rounds against a joint ND/industry BMS procedure by 31 October 2009.</p> <p style="padding-left: 40px;">1.1.1/2 Review SPI contract support arrangements to determine future needs against industry capability to self-manage SPI analysis and reporting, by 28 February 2010.</p>
	<p>Directorate Objective 1.1.2. Develop successor SPI DSO measure for agreement by 31 March 2010.</p>
	<p>Division 4 1.1.2/1 Set up a pilot scheme from 1 April 2009 for a Departmental Strategic Objective based on the SPI system, and analyse and report the results by 31 January 2010.</p>
	<p>AIM: 1.2: There is an absence of any significant challenge to nuclear safety and security revealed by compliance and permissioning inspection, and licensing, early engagement and licensee re-structuring activity.</p>
<p>Directorate Objective 1.2.1. By 31 March 2015 cornerstone inspections show that arrangements at all licensed sites are adequately made and implemented.</p> <p>90% of cornerstone inspections planned to be completed, with reports on progress and outturns on a quarterly basis. Divisional management teams to review progress and outturns at the Division's quarterly performance reviews, for the following programmes:</p> <p>Division 1 1.2.1/1 British Energy programme.</p> <p style="padding-left: 40px;">1.2.1/2 Magnox North and South programmes</p>	

Division 2 1.2.1/3 Sellafield

1.2.1/4 Commercial Sites

1.2.1/5 Restoration Sites

1.2.1/6 NDA and Cross-Cutting

1.2.1/7 Non NIA

Division 3 1.2.1/8 Atomic Weapons

1.2.1/9 Nuclear Propulsion

1.2.1/10 Duty holders compliance performance against cornerstone inspections indicate an overall improvement when judged against the 08 /09 outturn baseline. Divisional management team to review outturns and report progress at the Divisional quarterly performance reviews for the following programmes:

- Atomic Weapons
- Nuclear Propulsion

Directorate Objective 1.2.2. By 31 March 2015 permissioning inspections show that arrangements at all licensed sites are adequately made and implemented.

Division 1 1.2.2/1 Complete 2009/10 Category 1 permissioning programme for each BE site to allow implementation of agreed programme of improvements where shortfalls have been identified.

1.2.2/2 Complete 2009/10 permissioning programme for Magnox reactor sites against commitments in Magnox Regulatory Schedules to allow implementation of agreed programme of improvements where shortfalls have been identified.

90% of permissioning inspections planned by Division 2 IPGs to be completed, with reports on progress and outturns on a quarterly basis. Divisional management team to review progress and outturns at the Division's quarterly performance reviews, for the following programmes as underlined below:

Division 2 1.2.2/3 Sellafield

1.2.2/4 Commercial Sites

1.2.2/5 Restoration Sites

1.2.2/6 NDA and Cross-Cutting

1.2.2/7 Non NIA

Division 3 1.2.2/8 Atomic Weapons

1.2.2/9 Nuclear Propulsion

1.2.2/10 Security Informed Nuclear Safety

1.2.2/11 Radiological protection

1.2.2/12 Licensing, leadership and management for safety

1.2.2/13 Siting and Land Use Planning (Advise).

1.2.2/14 Emergency Arrangements (L2 + L3 ex).

1.2.2/15 Duty holders compliance performance against permissioning inspections indicate an overall improvement when judged against the 08 /09 outturn baseline. Divisional management team to review outturns and report progress at the Divisional quarterly performance reviews for the following programmes:

- Atomic Weapons
- Nuclear Propulsion
- Security Informed Nuclear Safety
- Radiological protection
- Licensing, leadership and management for safety

Directorate Objective 1.2.3. By 31 March 2015 compliance with general fire precautions requirements is judged adequate in all ND regulated nuclear sites.

Division 2 1.2.3/1 Carry out benchmarking visits to licensed nuclear sites, to test efficacy of revised fire inspections protocols by October 2009.

Directorate Objective 1.2.4. All ND programmes have identified in-year actions necessary to secure 'right first time safety case' improvements by licensees and ensured that intervention plans have delivered these actions by 31 March 2010.

Division 1 1.2.4/1 Intervention plan for British Energy programme to be put in place and monitored to secure improvements

1.2.4/2 Intervention plan for Magnox North and South programme to be put in place and monitored to secure improvements

Division 2 1.2.4/3 Division 2 has established a cross cutting project to improve licensee safety case arrangements. Work during 2009/10 will focus upon Sellafield, DSRL & Urenco, as identified in the Corporate IPG plan for 2009/10.

Division 3 1.2.4/4 Milestones identified in the Divisional IMG programmes and in year plans to be achieved by the due dates. Divisional management team to review outturns and report progress at the Divisional quarterly performance reviews for the following programmes:

- Atomic Weapons
- Nuclear Propulsion

Directorate Objective 1.2.5. Division 5 inspection programme complete as planned by 31 March 2010

Division 5 1.2.5/1 Complete planned programme of routine and no-notice security inspections to ensure compliance with NISR 03 and TRD, progress reported quarterly.

1.2.5/2 Complete programme of awareness-raising events, for example Senior Managers' (Nuclear) Security Briefings, as planned by 31 March 2010.

1.2.5/3 Publish an annual report on the state of security in the civil nuclear industry and the effectiveness of regulation by 31 July 2009.

AIM 1.3: By March 2011 progress with all Periodic Safety Reviews and associated improvement programmes has been reviewed and intervention plans changed as necessary to secure necessary ALARP improvements.

Directorate Objective 1.3.1. All ND programmes have identified key areas for in-year ALARP improvements and ensured that intervention plans have delivered them by 31 March 2010.

Division 1 1.3.1/1 For the British Energy programme - Monitor the implementation of follow up work arising from the PSRs for Hinkley Point B, Hunterston B, Dungeness B, Heysham 1 and Hartlepool.

1.3.1/2 Carry out a lessons learned review of PSR assessments to identify and promulgate issues for implementation.

1.3.1/3 For Magnox North and South programme - Monitor the implementation of follow up work arising from Magnox PSRs

Division 2 1.3.1/4 This objective is progressed by monitoring programmes in 1.2.1 & 1.2.2 of the Division 2 Plan as outlined below

- Sellafield
- Commercial Sites
- Restoration Sites
- NDA and Cross-Cutting
- Non- NIA

Division 3 1.3.1/5 Milestones identified in the Divisional IMG programmes and in year plans have been achieved. Divisional management team to review outturns and report progress at the Divisional quarterly performance reviews for the following programmes:

- Atomic Weapons
- Nuclear Propulsion

Directorate Objective 1.3.2. All ND programmes have identified in-year actions necessary to secure compliance with LC 15 (periodic safety review) by licensees and ensured that intervention plans have delivered these actions by 31 March 2010.

Division 1 1.3.2/1 For British Energy programme. - Complete agreed programme of PSR assessment for Heysham 2 and Torness.

1.3.2/2 Magnox North and South programme. - Complete agreed programme of PSR assessment for Magnox sites.

Division 2 1.3.2/3 A working group has been set up to develop a policy for Regulatory interventions on LC15 compliance. When this policy has been established, suitable programmes will be developed and key actions will be delivered by March 2010.

Division 3 1.3.2/4 Milestones identified in the Divisional IMG programmes and in year plans to be achieved by due dates. Divisional management team to review outturns and report progress at the Divisional quarterly performance reviews for the following programmes:

- Atomic Weapons
- Nuclear Propulsion

AIM 1.4: Licensees are carrying out appropriate, proportionate, targeted and funded nuclear safety and security research.

Directorate Objective 1.4.1. By 31 December 2009 any deficiencies in licensee research programmes have been identified and ND programme strategies developed to make good these deficiencies.

Division 1 1.4.1/1 Review the adequacy of licensee research activity and report deficiencies and remedial proposals by 31 December 2009.

- British Energy
- Magnox North and South

Division 2 1.4.1/2 A work programme has been established to identify any deficiencies in major licensee research programmes and to interact with the licensees to rectify deficiencies identified. This will be managed by the Corporate IPG.

Division 3 1.4.1/3 Weapons and Nuclear Propulsion IMGs to have identified deficiencies by 31 October 2009

1.4.1/4 Weapons and Nuclear Propulsion IMGs to have developed strategies to deal with identified deficiencies by 31 December 2009

Division 6 1.4.1/5 To input into the regulatory contribution and technical oversight of the UK's control and Instrumentation Nuclear Industry Forum and ensure successful completion of CINIF's work programme by 31 March 2010.

1.4.1/6 To support new build work programmes on severe accident deterministic, probabilistic analysis, structural integrity, civil engineering, external hazards and chemistry related research programmes. Work in 2009/10 will be to define the specifications for a work programme for 2010/2011.

VISION	<p>2 The public, society and other key stakeholders are confident in the regulation of hazards associated with the nuclear industry in Great Britain.</p> <p>(The public, society and other key stakeholders are aware of the hazards which the nuclear industry in Great Britain poses, our role as nuclear safety and security regulator, the standards we require, our proactive approach, that we take regulatory action appropriately, manage the organisation in accordance with a fit-for purpose BMS and will listen to legitimate concerns raised by them.)</p>
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DIVISIONAL OBJECTIVES	AIM 2.1 ND meets DSO 3 target.
	Directorate Objective 2.1.1. By 31 March 2010 secure the 2008/9 DSO target of 117 in scope events in the preceding 12 month period
	Division 4 2.1.1/1 Division 4 will collate screened FAST 1 data for the current DOS target and report quarterly to the MB and HSE.
	Directorate Objective 2.1.2. Establish new baseline for DSO3 nuclear safety improvements and appropriate improvement targets and timelines, by 30 January 2010.
	Division 4 2.1.2/1 By 31 January establish baseline and new trajectory for 2010-2013 for either the existing DSO measure (screened FAST 1s) or, if proving successful, an SPI-based measure, for agreement by the MB by 31 March 2010.
	AIM 2.2. ND is seen by stakeholders to be a regulator that is independent, expert, transparent, proportionate consistent and responsive, and that communicates regularly with stakeholders
	Directorate Objective 2.2.1. Improve engagement with those who can contribute to enhanced nuclear safety and security by delivering priority elements of the 2009/10 engagement programme, by 31 March 2010.
Division 4 2.2.1/1 Provide Regulatory Nuclear Interface Protocol (RNIP) feedback to the 6-monthly Safety Directors Forum/ND/Defence Nuclear Safety Regulator strategic liaison meetings, April 2009 and October 2009, and facilitate the increasing effectiveness of this initiative through enhanced strategic engagement.	
2.2.1/2 Arrange a Nuclear Chief Executives' Conference by June 2009 to mark the first anniversary of RNIP, to build on the increased effectiveness and efficiency achieved and plan for a major stakeholder event to mark the 50 th anniversary of NII in early 2010/11.	

Division 6 2.2.1/3 Have regular contact with the Potential Operators to ensure all have a good understanding of the UK's regulatory approach to the Generic Design Assessment process.

2.2.1/4 Discussions will be ongoing throughout the year and hold a Potential Operators Seminar at Aintree on 13 May 2009.

2.2.1/5 Arrange and deliver seminars with local authorities and non-government organisations to update them with regard to Generic Design Assessment (GDA) process and Public Involvement. A NGO seminar has been arranged to be held on the 25 June 2009 and also to hold another one in Autumn 2009.

2.2.1/6 Meet with Site Stakeholder Groups to update them with regard to Generic Design Assessment (GDA) process and Public Involvement when invited.

Directorate Objective 2.2.2. By 1 December 2009 all programme strategies implement the requirement for interventions plans for 2010/2011 to be developed in consultation with licensees.

Division 1 2.2.2/1 British Energy programme. LC 28, LC 23, Concealed Systems, Fuel Route reliability, Internal challenge (SRD/NOS/QA): LC 17 Quality Management Systems: LC 13 Safety Committee Follow Up, Design Authority: Control and Instrumentation: PSR Improvement,

2.2.2/2 Magnox North and South programme. Internal Challenge: Safe Secure Sites: Improved Interactions With Magnox and NDA: Chemistry Control

Division 2 2.2.2/3 To meet with its licensee's to discuss its proposed intervention plans for 2010/11 and has already shared its resource plan. Licensee comments will then be considered and proposed plans may be modified in light of licensee comments.

Division 3 2.2.2/4 The following IMGs to have prepared draft 2010/11 plans in consultation with duty holders and key stakeholders by 31 December 2009.

- Atomic Weapons
- Nuclear Propulsion
- Radiological protection
- Security Informed Nuclear Safety
- Licensing, leadership and Management for Safety
- Emergency Arrangements
- Siting and Land Use Planning

Directorate Objective 2.2.3. Increase openness and transparency to raise awareness and understanding of ND's roles and responsibilities by delivering priority elements of the 2009/10 engagement programme, by 31 March 2010.

Division 4 2.2.3/1 Contribute to the HSE-wide website upgrade project by reviewing and restructuring the ND-microsite by August 2009, participating in evaluation as to be defined by HSE and by progressively seeking to present web-information in a style accessible to key audiences i.e. (i) general public (ii) informed public and (iii) specialists.

2.2.3/2 Provide material in ways which meet the audiences' needs producing the first Review of Nuclear Regulation in the UK by late spring 2009, producing a pamphlet on the role and responsibilities of ND by October 2009 and regular Nuclear Newsletters, and progressively seeking to present information in a style accessible to key audiences as above.

2.2.3/3 Contribute to guidance being produced by OECD Nuclear Energy Agency and the European Nuclear Safety Regulators Group on the balance between the desire for transparency and the need for certain information to be protected for security or commercial reasons, enhancing guidance to ND and explanations for the public by February 2010.

2.2.3/4 Make recommendations to ND Management Board for surveying of stakeholder perceptions by December 2009, building on OECD NEA survey work and initial research carried out as part of the nuclear new build programme.

AIM 2.3 An effective working relationship is developed and maintained between ND and other non-HSE bodies (regulatory and other) with interests in nuclear safety and security.

Directorate Objective 2.3.1. By 30 June 2009 programme managers ensure that relevant intervention plans reflect ND intervention strategy for LC35 intervention and NDA interactions.

Division 1 2.3.1/1 Improved Interactions with Magnox and NDA: Improved working arrangements to enable all parties to have their rightful interests considered when matters of mutual concern are subject to change. To make each side in the triangle aware of the reasons for decisions and actions.

Division 2 2.3.1/2 ND will agree an appropriate policy for regulatory interventions on LC35 and plans will then be developed on this basis by 30th June 2009.

Division 3 2.3.1/3 Weapons and Nuclear Propulsion IMGs to have developed agreed intervention plans for LC 35, in conjunction with DNSR, relevant Environment Agency (EA / SEPA) and other key MoD stakeholders by 30 June 2009.

Directorate Objective 2.3.2. Establish joint SEPA/EA/ND strategic planning group by 30 June 2009.

Division 4 2.3.2/1 Report viability of further development work on alignment of strategic planning to ND/EA/SEPA lead by 31 May 2009 following preliminary discussions.

Directorate Objective 2.3.3. Redevelop and agree a role for an independent advisory body on nuclear safety to satisfy IAEA expectations and organisational requirements, to a timescale compatible with the establishment of a Statutory Corporation.

Division 4 2.3.3/1 Flag this as a work stream during the transitional arrangements to a Statutory Corporation and seek to take this forward to a timescale compatible with the wider programme as the details emerge.

Directorate Objective 2.3.4. UKSO to report on the effectiveness of the discharge of UKSO functions under the HSE/DECC (DTI) Memorandum of Understanding to the Chief Inspector by 31 March 2010.

Division 2 2.3.4/1 UKSO will report within ND and to the Department of Energy and Climate Change (DECC) on performance against the Memorandum of Understanding between HSE and the Department of Trade and Industry (now Energy and Climate Change, DECC) on nuclear safeguards, at the end of March 2010.

AIM 2.4. Competent authority and non-statutory roles have been carried out effectively and efficiently.

Directorate Objective 2.4.1. Complete and report outstanding elements of current review of ND emergency preparedness arrangements and effectiveness of rebalanced resourcing by 31 December 2009.

Division 3 2.4.1/1 Milestones identified in the Emergency Arrangements IMG programme and in year plan to be achieved by the due dates. Divisional management team to review outturns and report progress at the Divisional quarterly performance reviews.

Directorate Objective 2.4.2. Management arrangements for implementation of competent authority functions are in place and reviewed by 30 September 2009 for the following competent authority functions:

Division 2 2.4.2/1 Highly Active Sealed Sources - A revised project to review management arrangements for HASS has been established. This is managed through the strategies IPG and will work to its existing programme.

2.4.2/2 Transfrontier Shipment Regulations - ND intends to formalise these arrangements by 30 September 2009.

2.4.2/3 Environmental Impact Assessment for De-commissioning Regulations (EIADR) - devise and implement an agreed EIADR strategy in accordance with statutory requirements and government policy by March 2011.

2.4.2/4 Conventional Health and Safety benchmarking and liaison established by March 2010 to ensure compliance with health and safety legislation across licensees.

VISION	<p>3 Great Britain is regarded internationally as a leader in the regulation of nuclear safety and security.</p> <p>(ND [demonstrably] meets the standards used by IAEA to judge the performance of a nuclear safety and security regulator; demonstrates a drive for continuous improvement of nuclear safety and security standards, and actively promotes both of these areas within the international community.)</p>
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DIVISIONAL OBJECTIVES	<p>AIM 3.1: ND is recognised to have had a positive influence on international nuclear safety and security standards.</p>
	<p>Directorate Objective 3.1.1. Timely, comprehensive and effective ND input has been made to UK reports relating to the Convention on Nuclear Safety (CNS) and the Joint Convention on Spent Fuel Management and the Safety of Radio-active Waste Management (Joint Convention), that demonstrate ND's compliance with convention requirements, in line with their triennial planning cycles. CNS input to be completed by September 2009.</p> <p>Division 4 3.1.1/1 The Chief Inspector is supported to enable him to make a good quality and timely presentation to the Joint Convention Review meeting in May 2009 (based on the report submitted by DEFRA in September 2008), and the UK participates fully in the review activities required of contracting parties.</p> <p style="padding-left: 40px;">3.1.1/2 Support DECC at Extraordinary and Organisational meetings in September 2009.</p> <p style="padding-left: 40px;">3.1.1/3 The planning process for the next CNS Report, due to be submitted in autumn 2010 is initiated by December 2009 to secure the necessary resources in ND and the associated liaison with DECC and external parties is taken forward.</p> <p style="padding-left: 40px;">3.1.1/4 DECC continue to be supported in taking forward the lessons learned from the CNS Meeting in April 2008 to ensure that requirements for the next CNS Report and meeting (September 2009 and May 2010) reflect the UK position and requirements, and similarly in respect of any lessons learned from the Joint Convention Review in May 2009.</p>
	<p>AIM 3.2: ND's involvement in international nuclear safety and security activity is managed in such a way as to sustain ND's worldwide reputation.</p>
	<p>Directorate Objective 3.2.1. Review the management of ND international activity and implement recommendations, review reported to ND Management Board by 30 June 2009.</p> <p>Division 4 3.2.1/1 Hold a workshop with representative colleagues across ND by end of April 2009, to review the last International Strategy and current planning arrangements for international work with a view to increasing the effectiveness and efficiency of these arrangements and record options that emerge.</p> <p style="padding-left: 40px;">3.2.1/2 Consult informally with Heads of Divisions on the options by the end of June 2009, and submit a paper outlining the review's methodology and recommendations to the September ND Management Board.</p> <p style="padding-left: 40px;">3.2.1/3 Work with relevant colleagues to finalise and implement an updated International Strategy and planning arrangements by December 2009.</p>

DIVISIONAL OBJECTIVES	AIM 3.3: Nuclear safety and security regulatory practice in Great Britain reflects international good practice.
	Directorate Objective 3.3.1. Planned ND work in outstanding IAEA IRRS/IRRS improvement programmes is completed by 30 September 2009.
	Division 1 3.3.1/1 IRRS Programme to be supported, implemented and monitored to ensure effective delivery of issues arising from the ND Self Assessment and IRRS Missions.
	Directorate Objective 3.3.2. The UK influences the development of the proposed European Directive on nuclear safety to ensure no detriment to controls in place in the UK regulatory system.
	Division 4 3.3.2/1 Support the Chief Inspector, DECC and FCO officials in negotiations on the proposed nuclear safety directive to a timetable defined by the European Commission
	3.3.2/2 Attend Directive Group Meetings as required and providing comments on emerging drafts.
	Directorate Objective 3.3.3. Carry out international activity as required to support Generic Design Assessment, in particular MDEP and WGRNR
	Division 6 3.3.3/1 We will continue to support international activities at IAEA, NEA, WENRA and in particular support MDEP/WGRNR for GDA.
	Division 6's priorities will be to:
	<ul style="list-style-type: none"> • Coordinate in MDEP for new build exchange of regulatory information • Liaise bilaterally with US, France, China and Finland for new build exchange of regulatory information • Represent CNRA Working Group Regulation of New Reactor • Represent UK on OECD/NEA Risk and Safety Working Group to influence international safety principles for future reactor assessment • Take part in IAEA Safety Guide development as requested, including representation on Safety standards Committees • Promote UK GDA process through UK and international conferences

VISION	<p>4 ND sustains effective, efficient and value-for-money nuclear safety and security regulation in Great Britain.</p> <p>(ND defines the activities it will need to achieve to ensure that the Visions it has espoused are realised, that it has sufficient resource to be able to progress these within requisite timescales and that the work it undertakes is carried out in accordance with the arrangements described in a fit for purpose Business Management System. Appropriate audit and reporting arrangements are in place to provide management with the confidence that the above is being achieved.)</p>
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DIVISIONAL OBJECTIVES	<p>AIM 4.1. ND is judged to be effective and efficient when measured against agreed performance management standards.</p>
	<p>Directorate Objective: 4.1.1. Complete development and implementation of ND management metrics, by 30 June 2009 (intention is to clear through MB by 31 March 2009).</p> <p>Division 4 4.1.1/1 Put data collection systems in place for new KPIs to begin reporting at the end of quarter 1.</p> <p style="padding-left: 40px;">4.1.1/2 Improve the information provided to the Management Board including the development of a Balanced Scorecard by the end of quarter 2.</p> <p style="padding-left: 40px;">4.1.1/3 Develop and implement a communications plan to raise awareness of ND's strategy, plan and performance management arrangements by milestones set out in the communications plan.</p> <p style="padding-left: 40px;">4.1.1/4 Review planning related activities across the Directorate to assess the value of creating alignment by end September 2009. Implement changes identified by 31 March 2010.</p> <hr/> <p>Directorate Objective: 4.1.2. All programmes and intervention planning fully reflects OSDD expectations by 31 March 2010.</p> <p>Divisions 1 to 4 to complete corrective actions emerging from OSDD audit/review by 31 December 2009. Objective reference numbers are:</p> <p>Division 1 4.1.2/1</p> <p>Division 2 4.1.2/2</p> <p>Division 3 4.1.2/3</p> <p>Division 4 4.1.2/4</p> <p style="padding-left: 40px;">4.1.2/5 Division 4 to carry out follow up audit of intervention plans by 31 October 2009.</p>

Directorate Objective : 4.1.3. Complete development of processes to harmonise use of management metrics and IIS data within Divisions, by 31 December 2009.

Division 4 4.1.3/1 Set up and manage a pan-directorate team to produce new IIS management metric BMS guidance and training package by 31 December 2009.

Directorate Objective: 4.1.4. Deliver effective financial management to central timescales and quality requirements.

Division 4 4.1.4/1 Provide budget allocations to sub budget holders and monitor in-year financial performance, revising budgets as necessary to deliver accurate spend against forecast within margins agreed with PFPD.

4.1.4/2 Provide ND contributions to HSE's financial reviews within the timescales specified by the Planning, Finance and Procurement Division (PFPD)

4.1.4/3 Accurately recover HSE's nuclear related costs from licensees/operators for the 2009/10 financial year on a quarterly basis.

AIM 4.2: Timely ND design assessment and licensing/pre-licensing activity for new UK nuclear facilities set standards for future operation that reflect international good practice.

Directorate Objective: 4.2.1. New build assessment and pre-licensing activity is complete to the extent necessary to identify any potential threats to nuclear safety arising from departures from UK standards in new build design.

Division 6 4.2.1/1 Complete Step 3 Project Reports by 27 November 2009.
Complete Step 3 Technical Assessment Reports by 20 November 2009.

4.2.1/2 Develop PIDs for Step 4 work by end of December and ensure continuity of TSC work for the whole year.

4.2.1/3 Assess the Requesting Parties Step 3 Submission relating to end of life decommissioning arrangements and radwaste by late 2009.

4.2.1/4 Publish final reports on the adequacy of the two Requesting Parties Step 3 submissions to the standards specified in ND's business management systems by 27 November 2009.

4.2.1/5 Start Generic Design Assessment (GDA) Step 4 assessment for two designs by December 2009.

4.2.1/6 Divisional management team to review progress and outturns with regard to Generic Design Assessment (GDA) in accordance with Divisional monitoring arrangements (at least quarterly).

4.2.1/7 There will be an inspection of the two Requesting Parties' processes and procedures for Step 3 in accordance with GDA in May 2009.

4.2.1/8 Develop interface protocol for potential operators by end of 2009.

Directorate Objective: 4.2.2. Establish regulatory programme for pre-licensing activity associated with the deep geological disposal facility by 30 June 2009.

Division 2 4.2.2/1 A regulatory programme for the pre-licensing activity has been established and ND will work with the relevant bodies to ensure that this programme is met.

DIVISIONAL OBJECTIVES	AIM 4.3. ND's workforce management programme ensures that the right people are in the right place at the right time doing their job in the right way.
	Directorate Objective: 4.3.1. By 30 June 2009 establish robust process for determining the level and type of staff resource. <i>Division 4 to develop objectives in consultation with the Transition manager and the HR Business Partner.</i>
	Directorate Objective: 4.3.2. Recruit at least 35 new Inspectors between 1 April 2009 and 31 March 2010. Division 4 4.3.2/1 Oversee ND recruitment outcomes to ensure that distribution of staff reflects developing resourcing model expectations, reporting with quarterly performance management returns.
	Directorate Objective: 4.3.3. Complete tasks emerging from benchmarking L&D audit due 31 December 2008, target date for completion 31 December 2009. Division 4 4.3.3/1 Complete the revision of BSS/HRM/030 against modern training qualification standards by 31 December 2009.
	Directorate Objective: 4.3.4. Ensure NII input to National Occupational Standard for competence in nuclear safety regulation and secure its completion by 31 December 2009. Division 4 4.3.4/1 Co-ordinate regulatory input to the National Occupational Standard to meet COGENT SSC timescales and ensure that the revision to BSS/HRM/030 is compatible with it by 31 October 2009.
	Directorate Objective: 4.3.5. Establish and implement Technical Support Contractor arrangements by 30 June 2009. Division 6 4.3.5/1 To have formal TSC arrangements in place by the end of September 2009 for all technical areas.
	AIM 4.4: ND sustains a learning culture that secures continual improvement in its capabilities as a modern forward-looking regulator.
	Directorate Objective: 4.4.1. ND OEF process is compatible with international standards by 31 March 2010 Division 4 4.4.1/1 ND OEF process is compatible with international standards by 31 March 2010. relevant learning points). 4.4.1/2 OEF usage is audited and reported by 31 March 2010.

Directorate Objective: 4.4.2. 2009/10 safety culture/MfS programme delivered by 31 March 2010.

Division 3 4.4.2/1 Milestones identified in the Licensing, leadership and management for safety IMG programme and in year plan to be achieved by due dates. Divisional management team to review outturns and report progress at the Divisional quarterly performance reviews.

Directorate Objective: 4.4.3. By 30 June 2009 all programme management processes are monitoring the adequacy of progress with licensee research programmes.

Division 1 4.4.3/1 Routine monitoring and review processes will be put in place for the British Energy and Magnox North and South programme.

Division 2 4.4.3/2 Ensure that Division 2's major licensees have an appropriate research programme to address forthcoming safety needs by 30 June 2009.

Division 3 4.4.3/3 Divisional management team to review outturns and report progress at the Divisional quarterly performance reviews for the following programmes :

- Weapons
- Nuclear Propulsion
- Security informed Nuclear Safety
- Radiological Protection
- Emergency Arrangements
- Licensing, Leadership and Management for Safety

Division 6 4.4.3/4 To lead the C&I industry research programme for ND.

Directorate Objective: 4.4.4. Conclude consultation exercise on LLW bulk quantities and raise change to Nuclear Installations (Prescribed Sites) Regulations 1983, by 31 December 2009.

Division 2 4.4.3/1 A programme of work to consult on ND's proposals to define bulk quantities has been established and is due to be completed prior to 31 December 2009.

AIM 4.5 ND has a demonstrably robust Business Management System, complied with by all staff

Directorate Objective: 4.5.1. Complete 2009/10 elements of new build TAG revision project by end July 2009.

Division 6 4.5.1/1 Revise TAGs identified as important to the New Build programme in accordance with the TAG project programme.

AIM 4.6 ND is ready to operate as a transformed organisation by 1 April 2010.

Directorate Objective: 4.6.1. Establish and implement a appropriate planning and project management arrangements in ND.

Division 4 4.6.1/1 Provide bi-monthly reports to MB on governance of strategic projects.

Division 6 4.6.1/2 Continue with new build project governance through, New Civil Reactor Board (NDNCRB), Regulatory Assessment Co-ordination Board (RACB), Joint Programme Co-ordination Team (JPCT) and Nuclear Directorate and GDA Process Review Board.

4.6.1/3 Respond to GDA Process Review Board's Review of Step 3 by end of May 2009.

DIVISIONAL OBJECTIVES	<p>Directorate Objective: 4.6.2. Complete and report on scope for greater involvement of administrative staff in regulatory work, by 31 December 2009.</p> <p>Divisional objectives to be defined by the transition team.</p>
	<p>Directorate Objective: 4.6.3. Complete quality management system improvement project by 31 March 2010.</p> <p>Divisional objectives to be defined by the transition team.</p>
	<p>Directorate Objective: 4.6.4. Implement ND Security Upgrade Project</p> <p>Division 4 4.6.4/1 Security upgrade project completed and staff briefed by December 2009</p>

Annex 1

MAPPING OF ND DIRECTORATE OBJECTIVES AGAINST HSE EXPECTATIONS

HSE GOAL	RELATED ND DIRECTORATE OBJECTIVES	NOTES
<p>1 To continue investigating work related accidents and ill health and taking enforcement action to prevent harm and to secure justice when appropriate.</p>	<p>DO 4.4.1 will complete a new internal process that ensures that lessons learned from events are used to prevent a recurrence, through use both externally to inform our interventions and internally to improve ND's regulatory processes.</p>	<p>ND will continue to investigate events in accordance with OPIP and take enforcement action where appropriate. ND's line in this area has recently been set out in INS/08 as one where ND will adopt a persuasive and influencing approach in the first instance to the remedy of compliance deficiencies, while using powers under the licence and HASAW as appropriate in accordance with the Enforcement Policy Statement.</p> <p>From 8 February 2009, regulation of conventional health and safety legislation is carried out by FOD. An embedded conventionally trained health and safety Band 2 Inspector within ND is responsible for co-ordinating conventional regulatory strategy between FOD, ND and HID.</p>
<p>2 To encourage strong leadership in championing the importance of, and a common sense approach to, health and safety in the workplace.</p>	<p>DO 2.2.1 is intended to guide the RNIP process which itself is intended to underpin a strategic dialogue with nuclear industry Safety Directors that will encourage them to give attention to the right issues at a key strategic/leadership level. A follow-on CEOs' conference is being arranged for July 2009 under this objective.</p> <p>DO 4.4.2 is intended to secure the targeting of leadership and culture in the nuclear industry so that those in positions of responsibility are called more to account.</p>	<p>RNIP is the Regulatory Nuclear Interface Protocol, signed by CEOs and equivalents of all major licensees and stakeholders. It provides for the development of shared strategies and activities with the aim of securing jointly agreed vision to:</p> <p><i>to enable the safe, secure, effective use and control of nuclear technology and material for the overall benefit of society.</i></p>
<p>3 To motivate focus on the core aims of health and safety and, by doing so, to help risk makers and managers distinguish between real health and safety issues and trivial or ill-informed criticism.</p>	<p>No work planned but this is implicit in DO 4.4.2.</p>	<p>This is not presently an issue in the nuclear industry, which has a very highly developed approach to the responsible control of hazards.</p>
<p>4 To encourage an increase in competence, which will enable greater ownership and profiling of risk, thereby promoting sensible and proportionate risk management.</p>	<p>DO 1.2.1 covers the inspection of licensees' compliance with licence conditions. Licence conditions include requirements for training, supervision and qualification. Competence is thus effectively covered by DO 1.2.1. Any deficiencies are dealt with as they arise.</p>	<p>The HSE goal is associated with the need to be able to profile risks in operational activities and apply the right measures to their control. This is the bread and butter of safe control of nuclear activity as demonstrated in the nuclear safety case.</p>

HSE GOAL	RELATED ND DIRECTORATE OBJECTIVES	NOTES
	DO 4.3.3 covers improvements to ND's own competence management arrangements.	
5 To reinforce the promotion of worker involvement and consultation on in health and safety matters throughout unionised and non-unionised workplaces of all sizes.	DO 2.2.2 is aimed explicitly at developing regulatory strategies in consultation with stakeholders (including licensees). This is part of ND's policy of engagement. In addition, and to underline its importance, further work is planned to underpin the new regulatory approach from which this consultative stance is derived, DO 4.1.2.	Intervention planning includes the need to meet with safety representatives on a routine basis.
6 To specifically target key health issues and to identify and work with those bodies best placed to bring about a reduction in the number of cases of work-related ill-health.	DO 1.1.1 is intended to lead to the routine use by licensees of a Safety Performance Indicator framework to systematically identify potential challenges to nuclear safety and identify when remedial action is required. This should lead to reductions in the number of precursor events.	Apart from the obvious potential health detriment arising from exposure to ionising radiation, no generic health issues peculiar to the nuclear industry have been identified (NB there are health threats from certain activities such as asbestos stripping, beryllium handling and welding but these are covered by the FOD regulatory strategy for the regulation of conventional safety at nuclear sites)).
7 To set priorities and, within those priorities, to identify which activities, their length and scale, deliver a significant reduction in the rate and number of deaths and accidents (in relation to health issues).	See above.	
8 To adapt and customise approaches to help the increasing numbers of SME's in different sectors comply with their health and safety obligations.	None set at present but kept under review.	The most likely areas for this to be an issue are in supply chain and contractor support for licensees. There have been instances of deficiencies in these but for the present they are being adequately addressed on a programme basis and it is not necessary to set a Directorate Objective.
9 To reduce the likelihood of low frequency, high impact catastrophic incidents while ensuring that Great Britain maintains its capabilities in those industries strategically important to the country's economic and social infrastructure.	Aims 1.1 – 1.4 and associated DOs are directed at avoidance of catastrophic incidents. The need for Directorate Objectives relating to the maintenance of a competent industry workforce and appropriate standards is currently under review and may be added to later revisions of this plan.	
10 To take account of wider issues that impact on health and safety as part of our continuing drive to improve Great Britain's health and safety performance.	DO 1.1.1 seeks to develop the use of Safety Performance Indicators by the industry. These will effectively allow licensees to develop indicators that are most relevant to their needs and the wider issues that they see, whilst at the same time driving towards improvements in safety performance. DO 2.2.1 will improve engagement with the wider nuclear stakeholder community, in particular with the Safety Directors;	ND's new programme approach to regulation and its incorporation of the Leverage Model encourages engagement with wider issues and stakeholders as a matter of course.

HSE GOAL	RELATED ND DIRECTORATE OBJECTIVES	NOTES
	<p>Forum in the drive to develop a shared strategic agenda for the nuclear industry as a strategic UK benefit. DO 2.3.2 is aimed at aligning EA, SEPA and ND strategic thinking as far as is appropriate.</p>	

Annex 2

EXPLANATORY NOTES FOR SECTION 2

1. Aims 1.1 – 1.4 are the four main pillars for supporting excellence in safety and security performance. The Safety Performance Indicators (SPIs) are intended to be a tool used by licensees to judge their own performance. They will also be used to inform ND regulatory activity and interest. However, ND will not rely on this information alone, hence the inclusion of the other pillars in Aims 1.2 – 1.4. These aims are similar to those for 2008/9 with one change: security is now included with safety in Aim 1.2 rather than as a separate aim.
2. This compliance and permissioning work includes enforcement of IRRs and other relevant statutory provisions, and regulation of de-commissioning/radio-active waste management. ND responsibilities for security are in relation to the civil nuclear industry, ie non-MOD activities.
3. As with the 2008/9 plan Aim 1.3 recognises that at any point in time it is necessary to be sure that the right ALARP improvements are being progressed. These are now linked explicitly to periodic safety review to underline the importance of the periodic review process to the control of hazards into the foreseeable future.
4. Aim 1.4 is intended to strengthen the regulatory focus on research and bring it into the main stream of regulatory programme management.
5. Cornerstone inspection are those that relate to licence conditions that are considered to contribute most to licensees' safety management performance.
6. These may be brought forward in conjunction with current internal ND initiatives relating to the management of inspection activity.
7. This work is part of the improvements planned in ND internal emergency preparedness arrangements, including the need to ensure that all staff who have duties in these arrangements are fully competent and properly balanced across all Divisions.
8. The OSDD project (Operational Strategy Disciplined Delivery) is intended to improve the regulation of nuclear safety by aligning and managing teams and resources more effectively to achieve results in those areas of most concern.
9. ND's competence framework for Nuclear Safety Inspectors was audited in 2008 against national best practice standards. This DO covers the work necessary to make the improvements emerging from this audit.
10. The safety culture/management for safety programme is intended to improve leadership and management capability and practice in licensee organisations.

GLOSSARY

ADS	Approved Dosimetry Services
ALARP	As low as reasonably practicable
AWE	Atomic Weapons Establishment
BE	British Energy
CASE	Communication and Stakeholder Engagement
C & I	Control and Instrumentation
CNRA	Committee on Nuclear Regulatory Activities
CNS	Convention on Nuclear Safety
COMAH	Control of Major Accident Hazards
DBERR	Department for Business Enterprise and Regulatory Reform
DECC	Department of Energy and Climate Change
DNSR	Defence Nuclear Safety Regulator
DSO	Departmental Strategic Objective
EA/SEPA	Environment Agency/Scottish Environment Protection Agency
EIADR	Environmental Impact Assessment for Decommissioning Regulations
FINAS	Fuel Incidents Notification and Analysis System
FOD	Field Operations Directorate
FOI	Freedom of Information
GDA	Generic Design Assessment
HSE	Health and Safety Executive
IAEA	International Atomic Energy Agency
ICG	Inspection Co-ordination Group
INES	International Nuclear Event Scale
IPG	Implementation Planning Group
IRRS	Integrated Regulatory Review Service
IRS	Incident Reporting System
ISS	Information Strategy Steering Group
JCSFMSRWM	Joint Convention on Spent Fuel Management and Safety of Radio-active Waste Management
LC	Licence Condition
LOPP	Large Organisation Partnership Pilot
MB	Management Board
MDEP	Multinational Design Evaluation Programme
MEL	Magnox Electric Limited
MfS	Managing for Safety
MH	Major Hazard
MHSP	Major Hazards Assessment Programme
MOD	Ministry of Defence
NDA	Nuclear Decommissioning Authority
ND	Nuclear Directorate
NDNCRB	Nuclear Directorate New Civil Reactor Board
NEA	Nuclear Energy Agency
NII	Nuclear Installations Inspectorate
NNPP	Navel Nuclear Propulsion Programme
NSAN	Nuclear Skills Academy Network
NTG	Nuclear Topic Group
NTL	Nuclear Topic Lead
NUSAC	Nuclear Safety Advisory Committee
OCNS	Office of Civil Nuclear Safety (now Nuclear Directorate Division 5)
OECD	Organisation for Economic Co-operation and Development
OEF	Operational Experience Feedback
OSDD	Operational Strategy Disciplined Delivery
PAR	Project Assessment Review

PBO	Parent Body Organisation
PSR	Periodic Safety Review
RACB	Regulatory Assessment Co-ordination Board
RACT	Regulatory Assessment Co-ordination Team
RPG	Regulatory Progress Groups
SAPs	Safety Assessment Principles
SCS	Senior Civil Service
SFAIRP	So far as is reasonably practicable
SINS	Security Informed Nuclear Safety
SIP	Staged Improvement Plan
SLC	Site Licensee Company
SPI	Safety Performance Indicators
TAG	Technical Assessment Guides
TIG	Technical Inspection Guides
TSO	Technical Support Organisation
WENRA	Western Nuclear Regulators Association
WGOE	Working Group on Operating Experience

FIG 1 STRATEGIC DIRECTION AND OPERATIONAL STRATEGY

