



Office for
Nuclear Regulation



ONR STRATEGY



Foreword

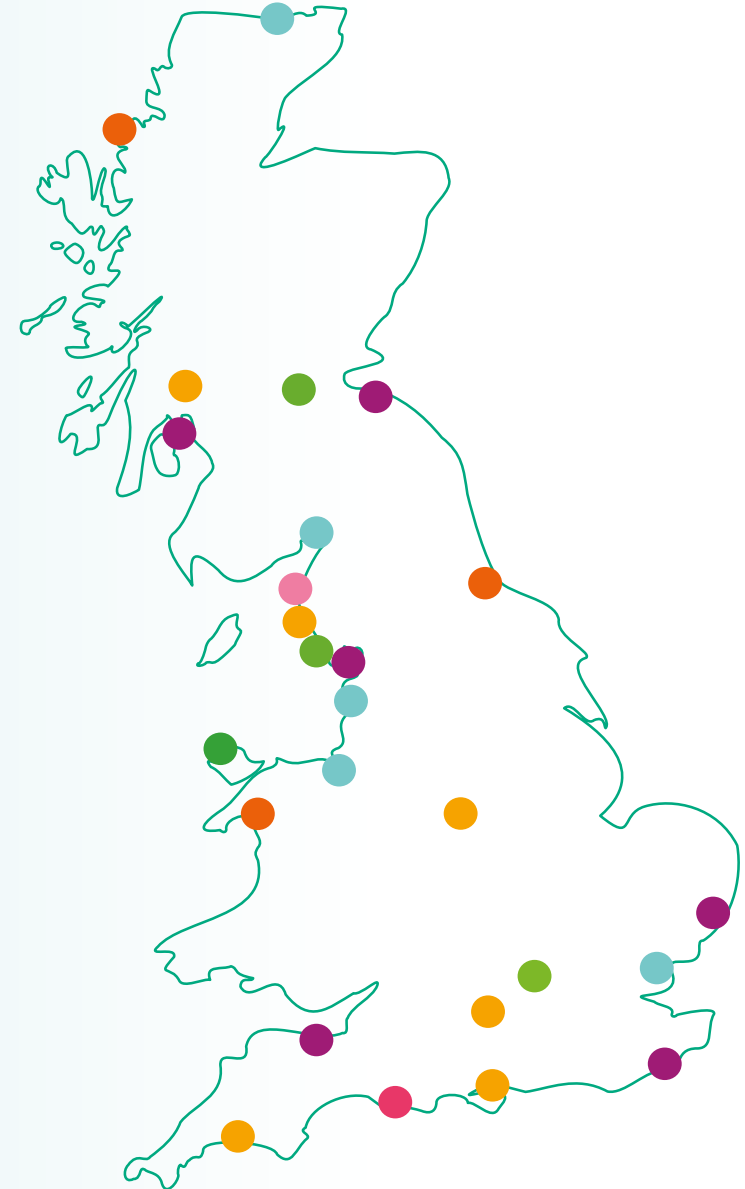
Looking ahead – the case for change

The coming decades will be transformative for the UK civil and defence nuclear sector. Nuclear is set to play a central role in driving economic growth, energy security and national defence. Major projects like Hinkley Point C and Sizewell C, will reshape the energy landscape, alongside the development of Small Modular Reactors (SMRs), Advanced Nuclear Technologies (ANTs) and the development of fuel manufacturing capability. Nuclear energy provides resilient baseload power enhances energy security, reduces dependencies on overseas fuel suppliers, decarbonises energy-intensive industries and supports the growth of new sectors such as AI-driven data centres.

Major investment in the UK's nuclear defence portfolio will underpin the nation's Continuous At Sea

Deterrent (CASD). Vital programmes of decommissioning and waste management across both civil and defence sectors will be accelerated at pace to reduce legacy hazards. Innovation is set to flourish, with advanced reactor designs, new fuel technologies, and AI applications moving from concept to reality. The UK's leadership in nuclear regulation and its commitment to international partnerships will help shape global standards.

To support this transformation, the Nuclear Regulatory Taskforce has reviewed the UK's regulatory framework exploring how improvements could be made, with the aim of supporting energy security, national security, and economic growth in the UK, all while maintaining safety standards. This work complements our own



strategic direction and reinforces the importance of a modern, agile regulator. Through our new strategy, 'ONR Together,' we are striving to deliver proportionate, enabling regulation that supports innovation and growth, while maintaining public confidence in safety and security.

Skills and supply chains will be strengthened, supporting economic growth and ensuring the industry has the capability to deliver on its ambitions. The next twenty years will witness the UK nuclear sector not only underpin the nation's energy and national security, but also drive technological progress, sustainability, and prosperity for generations to come.

Remaining static is not an option. To navigate the complexities of a rapidly evolving industry, we must adopt innovative approaches, make timely decisions and adapt our ways of working to meet emerging demands. A thriving nuclear industry relies upon a credible, trusted regulator, and this

strategy is our shared commitment to playing our part in building a safe, resilient, and innovative nuclear sector. Our mission, ensuring safe nuclear for a secure and sustainable future, informs everything we do across our purposes and provides continued focus for our core regulatory activity.

We will embrace emerging technologies to inform and support our focus on targeted and timely regulation, supporting the sector's growth and innovation. Within ONR, we will embed a culture based on our core values, that recognises all contributions and secures the business fundamentals. This will be implemented by effective planning and prioritisation, clear policies, financial controls and robust governance.

Above all, our people are our greatest asset. Their expertise across professions, dedication and ideas drive not only our success, but that of the wider industry. By investing in our teams and encouraging new ways of thinking, we will accelerate regulatory

decision-making, supporting economic growth without compromising safety and security.

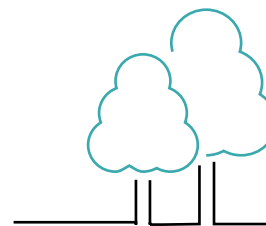
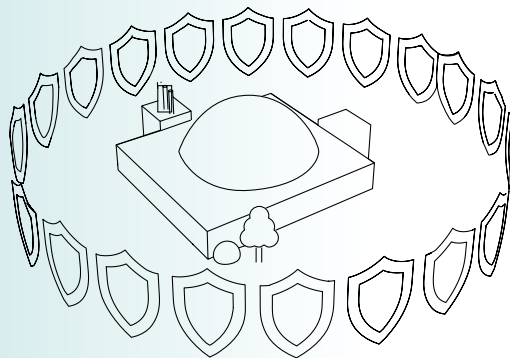
Our rolling strategy will allow us to continue to adapt and flex. We are ready for the challenge and are committed to working at pace and embracing change, to turn challenges into opportunities and make a real difference for the future.

ONR Together will transform us from an organisation that regulates today's nuclear industry, to one with the culture and capability to efficiently and effectively regulate a broad and dynamic nuclear sector of the future.



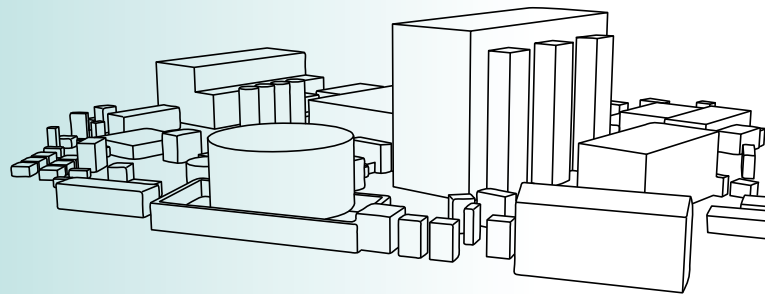
Mission

Ensuring safe nuclear for a secure and sustainable future



Vision

To be a modern, agile and productive regulator enabling innovation and growth



Values

Our values are the principles that shape our culture, our decisions, and our impact. They are as important as the outcomes we deliver, defining how we work together, how we engage with our stakeholders, and how we improve public trust.

They guide us through complexity and change, underpin our success, ensuring we deliver our mission with integrity.

Accountable



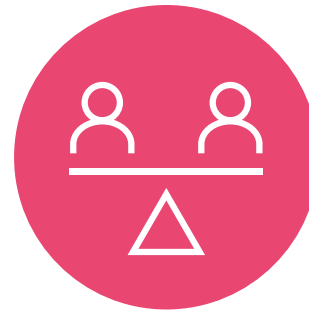
We deliver on our commitments. We take accountability for our actions, behaviours, and impact on others. We own our mistakes and learn from them, asking for, and offering help when needed.

Open-Minded



We proactively seek new and innovative ways of working. We maximise all opportunities for improvement.

Fair



We are inclusive and show respect, welcoming and valuing diverse perspectives. We share our views openly and constructively. We recognise good performance and behaviour and challenge exceptions.

Supportive



We care for each other and our stakeholders, making a positive difference to wellbeing and performance. We listen, and work together to harness our collective skills, knowledge and experience.

Strategic Aims

Our strategic aims set out how we will fulfil our mission and vision and are the long-term goals that set the overall direction for ONR. They are broad and ambitious, allowing for the development of more detailed objectives and plans to underpin them. They provide a bridge between the overarching strategy and the practical actions or outcomes for delivery.

They are;

1

Modern

Our culture encourages innovation, embraces modern technology and ways of working and welcomes challenge. We work collaboratively with our stakeholders to shape the future of the nuclear sector globally.

2

Agile

Our strong workforce capability and flexible structure allow us to respond quickly and efficiently to changes and expansion in the industry. Streamlined guidance and processes support timely, proportionate decision-making and help industry understand and comply with our expectations.

3

Productive

Strong governance and robust business fundamentals deliver transparent, risk-informed and efficient operations, aligning resources and processes with our mission and values. We drive value for money and understand the cost of our regulatory decision-making.

These are supported by mid-term objectives and annual key deliverables.



Modern

Our culture encourages innovation, embraces modern technology and ways of working and welcomes challenge. We work collaboratively with our stakeholders to shape the future of the nuclear sector globally.

Our culture must enable our people to live all our values and embrace new ways of working. Their knowledge, expertise and attitude underpin all that we do. We promote a positive culture where staff are empowered to innovate, collaborate and respond to new challenges. We trust and show respect, learning from others and taking informed risks to drive improvements in safety and efficiency. We welcome challenge, diversity of thought and are open-minded to new ways of working. This approach attracts and retains talent and encourages professional growth, influencing positive outcomes, unlocking innovation and enabling growth.

We will reinforce the strength of our people by fully leveraging modern technology, including AI and data analysis, in both our operations and regulatory work. We will seek novel ways of working to remain resilient, forward-thinking and at the forefront of regulatory excellence. This will apply to all our regulation of sites throughout their lifecycle.

We will work collaboratively with domestic regulators including the Environment Agency to avoid duplication and provide effective and proportionate regulation of the whole lifecycle; from design and construction through operation, decommissioning and waste

management. We will support the use of new technology to ensure hazard and risk reduction of legacy plants through accelerated decommissioning. Demonstrating the industry can effectively manage the complete lifecycle of nuclear facilities through site clean-up and restoration, combined with the appropriate treatment and disposal of spent fuel and higher activity wastes, is vital to maintaining public trust.

Recognising we are part of a wider system, we will work collaboratively with both domestic and global stakeholders to influence global standards, align regulatory approaches (where possible), and strengthen collective efforts to

address emerging challenges. We will work with international counterparts to establish how regulatory assessments can be recognised by ourselves and key international counterparts. This will reduce the burden on applicants, reducing the time and cost of gaining design acceptance for deployment.

Openness and transparency are vital to our success as a modern regulator and we will go further to become an exemplar of regulatory public engagement, enhancing public understanding and trust. We will proactively tackle misconceptions and preconceived views of our regulation, working more closely with host communities new to nuclear and with government to explain our role and our positive impact. We will influence and advocate at the highest levels for workable policies that advance a safe, secure and sustainable nuclear future for the UK.

Objectives

We will:

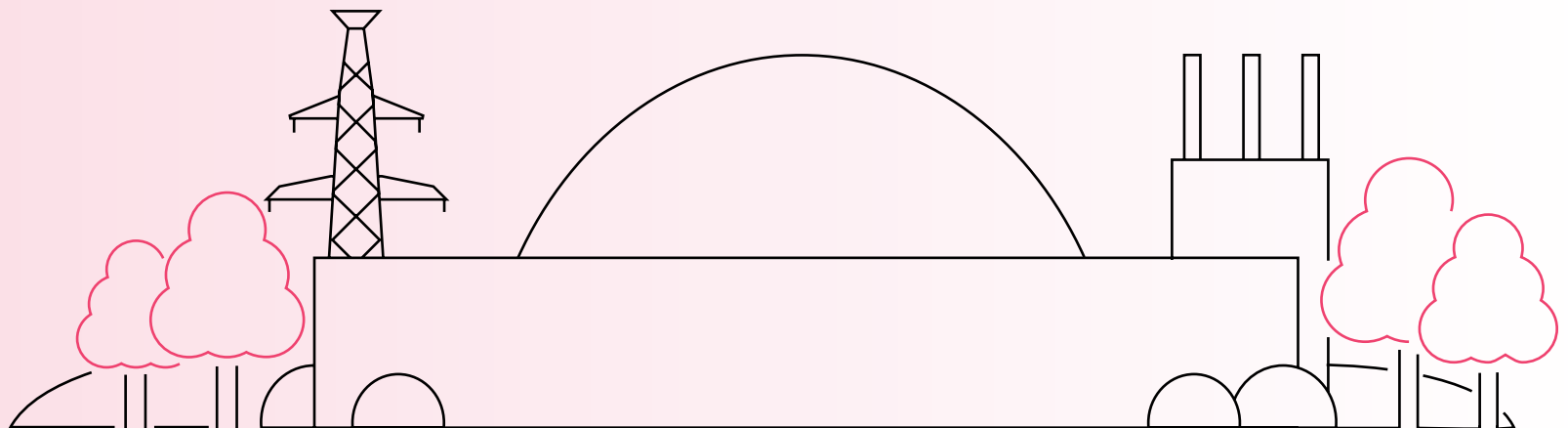
- live our values, work as one ONR, embrace innovation and commit to delivering our mission
- deploy modern technologies across ONR to support more efficient and effective regulation while encouraging industry to do the same
- ensure effective and proportionate oversight of the nuclear industry by applying a risk-informed, evidence-based regulatory approach that maintains expected standards
- enable accelerated deployment of new nuclear reactors working with other domestic and international regulators, to mutually recognise each others' assessment, with appropriate due diligence, retaining independent decision-making
- build and maintain international relationships that strengthen collaboration and advance shared goals and secure positions of influence to drive outcomes and shape international agenda
- adopt a more proactive approach to stakeholder engagement, expanding our influence and reach, to explain our work, enhance our reputation and address common misconceptions around our role
- work closely with government to support and influence policy development

2026/27 Key Deliverables

We will:

- agree an implementation plan for the delivery of the Independent Nuclear Regulatory Taskforce recommendations
- establish an intelligence and insight function to inform targeting of regulatory effort
- review numerical targets in our guidance against latest international practice

- consolidate our existing suite of Technical Assessment and Technical Inspection Guides to enhance efficiency and transparency
- implement a new framework for collaboration with US Nuclear Regulatory Commission (NRC) that delivers on our agreements under the Atlantic Partnership targeting reactor design reviews within two years and nuclear site licensing for one year
- develop arrangements with Czech Republic, France and Canada to cement trusted international relationships and influence harmonised regulatory approaches
- launch our new communications and engagement plan to increase our domestic engagement and expand our influence





Agile

Our strong workforce capability and flexible structure allows us to respond quickly and efficiently to changes and expansion in the industry. Streamlined guidance and processes support timely, proportionate decision-making and help industry understand and comply with our expectations.

At the heart of our regulatory approach is a commitment to agility, allowing our oversight to remain risk-informed, proportionate and trusted. Our people are the foundation of our success, and by fostering a highly capable workforce and recognising talent, we are preparing our organisation to respond effectively to modern technologies and evolving threats. Our structure is designed to be adaptable, so we are always ready to regulate, whatever the future holds for the nuclear industry.

We are clear about what constitutes 'good enough,' both within our organisation and in our interactions with stakeholders, championing

solutions that are fit for purpose and do not seek further improvements once requirements have been met. Our reactor design assessment process will become more flexible and transparent, providing clarity and certainty for developers and technology vendors, while applying the right level of engagement.

By applying a risk-informed, intelligence-led approach, we embed proportionate regulation and proactively address emerging challenges in the nuclear sector. We are well-placed to anticipate and shape changes, using horizon scanning to identify risks and trends early so we can

prepare for future opportunities.

We are streamlining and simplifying our internal guidance, including technical assessment and inspection guides, to support proportionate regulatory decision-making and help industry partners understand and meet our expectations. Above all, we are committed to ensuring our regulatory approach remains proportionate, risk-informed and value-driven, delivering timely decisions that support national priorities and maintain public trust, keeping our regulation relevant and effective.

Objectives

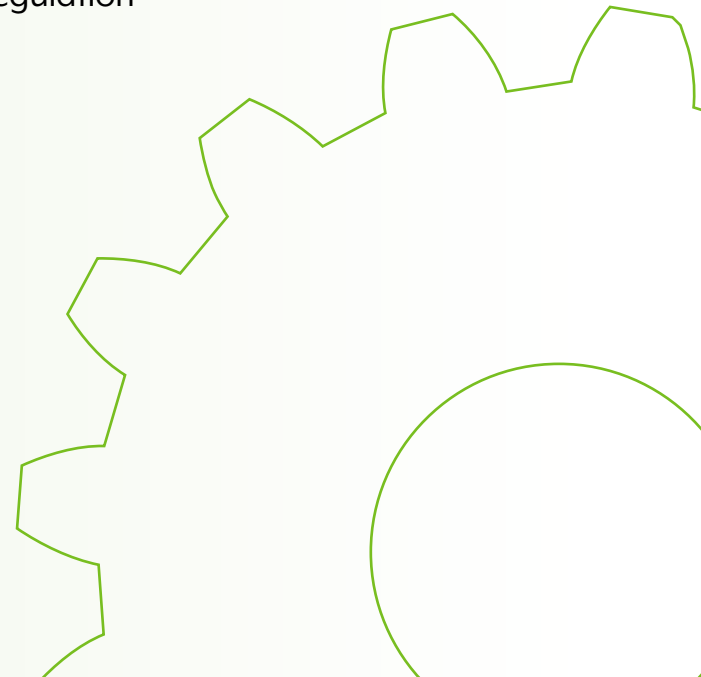
We will:

- have clear, forward-looking regulatory processes aligned with both national and global priorities in safety, security, clean energy and defence
- establish an efficient, fully flexible operating model and structure that allows us to adapt to a changing industry
- have a highly capable workforce, across all of our functions, who understand the latest technological and regulatory developments, make robust, proportionate decisions and ensure ONR is a well-run efficient organisation
- be outward-looking and proactive to anticipate change and enable us to be ready to regulate whatever the future shape of the nuclear industry

2026/27 Key Deliverables

We will:

- review our operating model to improve efficiency, maintain alignment with strategic goals and increase agility
- review our employee value proposition (including pay and benefits) so we attract and retain the best staff
- review our regulatory resource baseline to anticipate the organisation's core and future capabilities, maintaining and developing the specialist skills required to regulate a changing nuclear industry
- develop and implement an enhanced regulatory training programme for staff to stay abreast of modern technical developments and practices, strengthening our technical capability
- define our role in future applications of civil nuclear including maritime regulation





Productive

Strong governance and robust business fundamentals deliver transparent, risk-informed and efficient operations, aligning resources and processes with our mission and values. We drive value for money and understand the cost of our regulatory decision-making.

By strengthening governance and streamlining business processes, we will foster a culture of continuous improvement and organisational learning. We will review ONR's business processes and documentation to streamline, remove unnecessary complexity and waste and ensure efficiency and effectiveness.

Knowledge Management and Organisational Learning will be central to this aim and we will ensure the right information is available to the right people at the right time. This will reduce duplication, accelerate decision-making and enable staff to learn from past experience and future insights.

Robust business fundamentals, including knowledge management, will ensure decisions align with our mission and values, resources are used efficiently and the organisation remains forward-thinking. Together, these elements build stakeholder trust, reinforce ONR's reputation and secure long-term sustainability. We are committed to strong, clear governance and business processes that support a highly productive ONR, demonstrating accountability and adherence to policy as part of fundamental good practice.

Our funding model will be revised to improve transparency and consistency and allow us to be able to reinvest funds

to develop and ensure our regulation is fit for the future. We will focus on well-organised change programmes that support our strategic goals, make good use of resources and prevent staff overload, delivering the greatest benefit with the least risk. We will use careful budget planning and monitoring, so our investment matches our priorities and supports proportionate, cost-efficient regulation.

Objectives

We will:

- establish clear, efficient and effective business processes removing unnecessary complexity and minimising drag
- review our charging model to ensure it is transparent and consistent, and which allows for us to invest in 'fit for the future' regulation
- ensure all organisational change is prioritised, resourced, well-managed and strategically aligned
- embed Knowledge Management and Organisational Learning to drive continuous improvement, share learning across ONR, retaining critical expertise
- decrease the administrative burden of regulation in line with our commitments in the Regulatory Action Plan
- continue to work with DWP and the core Synergy Programme to

transform our processes and move to a shared services model for Finance, Human Resources and Procurement

2026/27 Key Deliverables

We will:

- revise the performance management system to reflect our new strategy and promote accountability
- develop a portfolio of change activity within ONR that is budgeted, resourced and aligned to our strategic aims
- establish a programme to implement an integrated Organisational Learning and Knowledge Management framework that drives continuous improvement, shares learning across the organisation and ensures expertise is retained and accessible
- deliver a range of preparatory sub-projects and workstreams

including data migration, position management, impact assessment and change management in readiness for Synergy

- processes for external engagement with ONR (including design assessment and licencing) reviewed to reduce administrative burden





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