

# ONR's Regulatory Assurance Framework - Driving Continuous Improvement in our Regulation

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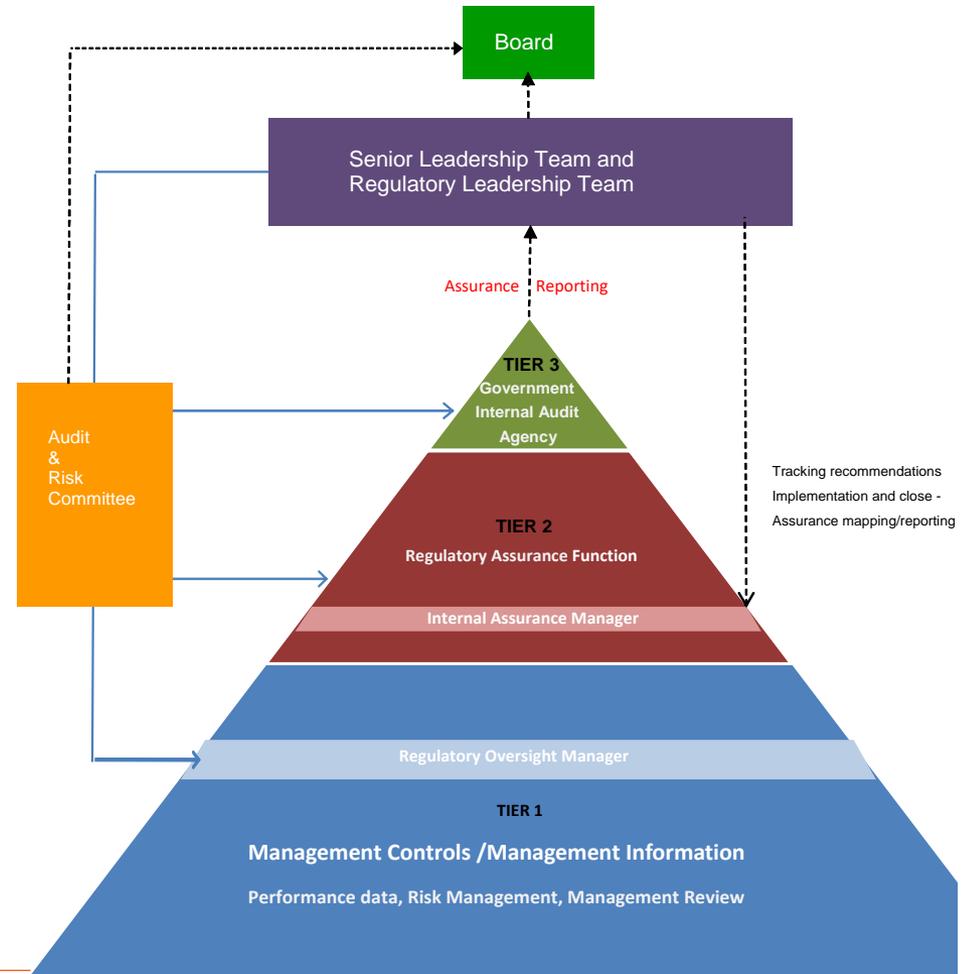
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# Purpose and Background

- ONR established in 2013 as the safety and security regulator for UK nuclear licensed sites.
- Integrated assurance framework developed to:
  - provide independent evidence based assurance to the Executive and Board that the organisation is delivering its mission.
  - Demonstrate an organisational culture which is open to challenge and embraces continuous improvement.
- Based on HM Treasury “three lines of defence model”.
- Part of ONR’s arrangements for collection, analysis, implementation and dissemination of learning from regulatory experience.

# Integrated Assurance Framework

- Tier 1 - In-line oversight by those responsible for delivery.
- In-line review of regulatory activity by Regulatory Oversight Manager.
- Tier 2 - Regulatory Assurance independent of front line.
- Strategic reviews of regulatory processes and controls
- Tier 3 – Government Internal Audit Agency.
- Professional, fully independent, risk based audit of key business process and controls.



# How does it work in practice?

- Model relies on collaboration and strong working relationships between three tiers to:
  - Drive efficient, integrated planning of assurance activities.
  - Integrate findings to provide stronger insights,
  - Communicate a single integrated assurance picture to senior leaders, the Executive and Board,
  - Monitor corrective actions and disseminate learning,  
....while safeguarding independence of individual tiers.
- Leadership support critical to realising benefits of integrated approach.

# Case Study – Observed Inspection Programme



- Observation of ~12 inspections per annum.
- Purpose:
  - To gain assurance of quality and consistency.
  - To identify good practices and opportunities to improve.
- Observers act as “critical friend” focused on organisational improvement.
- Findings analysed on annual basis
- Learning points:
  - Feed into training programme and process improvement.
  - Disseminated to all inspectors



# Benefits and Challenges

- Systematic approach to identification of learning from regulatory experience.
- Coherent assurance coverage providing insight to senior leaders.
- Increased stakeholder confidence.

## Resources:

- 4 full time equivalents (FTE) allocated to model
- Additional bought-in audit services.
- Competence: Inspectors undertaking assurance require demonstrable internal credibility, experience and specific behavioural traits.



# Summary and Conclusions

- Learning from Regulatory Experience has important role to play in improving regulatory processes and practices and preventing regulatory failure.
- ONR's Integrated Assurance Framework forms part of our arrangements for managing learning from Regulatory Experience.
- ONR supports IAEA's work to share approaches to "Management of Regulatory Experience" via development of a TecDoc, building on Requirement 15 of the GSR Part 1 (Rev 1).