

# ONR Stakeholder Survey

## 2021

Report of findings

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## Management summary

This report presents the findings from a survey of ONR stakeholders conducted between Thursday 14th January and Thursday 4th February 2021. From 1173 contacts, 262 respondents responded constituting a response rate of 22%. For more detail about the categorisation of stakeholders, please see page 7. This research was conducted during the coronavirus (COVID-19) pandemic.

### *Summary over time*

There has been an indicative increase in the proportion of ONR stakeholders saying that the ONR provides the right amount of information, guidance and advice in person (from 68% in 2019 to 74% in 2021), though this is not statistically significant.

There has also been a directional increase in the proportion saying that the ONR proactively seeks feedback from them, with 73% reporting this in 2021 (compared to 66% in 2017)

Thirty-eight percent of stakeholders agree that the ONR has efficient ways of working. This is an indicative, though not statistically significant, increase in levels of agreement in comparison to 2017 (32%).

Confidence in the ONR to meet the potential requirements of the next 5 to 10 years has increased, from 28% in 2017 to 37% at present.

### *Understanding and relationship*

Seven in ten (70%) stakeholders say that they feel they understand the ONR's purpose 'a great deal', comparable with 2019 (70%) and 2018 findings (73%).

The vast majority (88%) of stakeholders feel that they have a very or quite effective professional working relationship with the ONR and its staff. This is consistent with previous findings (90% in 2019 and 89% in 2018).

### *Attributes of an effective regulator*

Stakeholders are most likely to agree that the ONR operates in a way that is 'professional' (93%), 'independent' (88%) and 'based on evidence' (86%). Stakeholders are least likely to agree that the ONR operates in a way that is responsive to change (50%).

## *Influencing*

Four in five (81%) stakeholders agree that the ONR influences improvements in nuclear safety and security culture. This is consistent with the previous years (82% in 2019 and 2018).

## *Communication*

The majority of stakeholders think that the ONR provides the right amount of information, guidance and advice in both the public domain (66% in 2021, 67% in 2019) and in person (74% in 2021, 68% in 2019). This is a directional, but not statistically significant, increase in the proportion of ONR stakeholders saying that it provides the right amount of information, guidance and advice in person.

A smaller but significant proportion say that the ONR provides too little information, guidance and advice in the public domain (20% in 2021, 17% in 2019) and in person (18% in 2021, 18% in 2019), whilst only a very small number say that the ONR provides too much.

The majority find ONR's information, guidance and advice to be clear (85% - a great deal / to some extent), accessible (84%) and consistent (81%).

## *Engaging*

Approximately three in four (76%) stakeholders feel that the ONR listens to them, either a great deal or to some extent. This is directionally lower than in 2019 and 2018 (both 82%), though this difference is not statistically significant.

There has been an indicative increase in the proportion saying that the ONR pro-actively seeks feedback from them, with 73% reporting this in 2021. This is higher, though not significantly, than in 2017 (66%).

There is less agreement about the ONR's engagement with stakeholders about its priorities and plans, with three in five (60%) reporting this, consistent with 2019 findings.

## *Efficiency*

Approximately half (48%) agree that the ONR avoids imposing unnecessary regulatory burdens. A notable proportion neither agree nor disagree (29%) or disagree (19%) with this statement.

Thirty-eight percent of stakeholders agree that the ONR has efficient ways of working. This is an indicative, though not statistically significant, increase in levels of agreement in comparison to 2017 (32%).

## *Confidence in ONR*

Over half (56%) of stakeholders feel very or fairly confident that the ONR has the resources and capabilities to deliver its functions at the current time. This is consistent with 2019 findings.

Overall, stakeholders are more likely to be confident in the ONR delivering its functions at the current time than in the next 5 to 10 years (56% vs. 37%). However, there has been an increase in confidence in the ONR to meet the potential requirements of the next 5 to 10 years, from 28% in 2017 to 37% at present.

Approximately one in five (23%) stakeholders say that their confidence in the ONR has increased over the past 12 months. This represents a decrease in the proportion reporting this since 2019 (34%). However, this tends to be due to an indicatively higher proportion saying that their confidence in the ONR is 'about the same' in 2021 (57%) than in 2019 (50%). The number of stakeholders disagreeing with this is roughly comparable year on year (17% in 2021 and 14% in 2019).

## *ONR's mission*

The vast majority (88%, 86% in 2019) say they are confident in the ONR to deliver its mission: "to protect society by securing safe nuclear operations."

## *The coronavirus (COVID-19) pandemic*

Overall, seven in ten (72%) stakeholders say that the ONR has been either very or quite effective in delivering regulation during the coronavirus (COVID-19) pandemic. This is comprised of 21% stating that it has been very effective, and 52% saying quite effective. Eight percent say that it has been not very or not at all effective with 19% saying they are not sure.

The majority of ONR stakeholders spoke positively of the ONR's response to the coronavirus (COVID-19) pandemic, referring to the strong relationship between ONR and its stakeholders and maintaining positive working relationships throughout. With the shift to working remotely and conducting meetings online, many found meetings via Skype and Teams to be an effective way of communicating and engaging. However, among a few stakeholders, there was a sense that virtual meetings were not always effective.

Many stakeholders spoke highly of remote inspections, noting that they have been 'surprisingly effective' during the coronavirus (COVID-19) pandemic, with a sense that the ONR had a good grasp of when on-site presence was necessary and when visits would be conducted remotely. However, a couple of stakeholders spoke less positively about the approach to on-site visits.

Overall, there was a sense that the ONR had continued to provide clear guidance and communicate effectively throughout the pandemic, maintaining an open approach to communication.

## Method

### Summary

This report presents the findings from a survey of ONR stakeholders conducted between Thursday 14<sup>th</sup> January and Thursday 4<sup>th</sup> February 2021. From a database of 1173 contacts, 262 respondents took part, constituting a response rate of 22%. This year, a slightly higher proportion of licensees / authorised site stakeholders responded to the survey than in 2019. In general, licensees / authorised site stakeholders are more positive towards the ONR than other stakeholders, therefore to ensure comparability over time, the data was weighted to the proportion of licensees and other stakeholders in the 2019 study. This means that changes over time are not simply due to variation in the sample.

Comparisons at an overall level are made with the 2019, 2018 (a shortened version) and 2017 ONR stakeholder surveys. The 2019 survey was conducted between Wednesday 23<sup>rd</sup> October and Friday 22<sup>nd</sup> November 2019. From a database of 1192 contacts, 364 respondents took part, constituting a response rate of 31%. The 2018 survey was conducted between Thursday 11<sup>th</sup> October and Friday 9<sup>th</sup> November 2018. From a database of 1,061 contacts, 329 respondents took part, equating to a response rate of 31%. The 2017 survey of ONR stakeholders was conducted between Friday 20<sup>th</sup> October and Monday 13<sup>th</sup> November 2017. 351 respondents took part in the survey, from a database of 1,023 contacts, giving a response rate of 34%.

Throughout the report, we highlight interesting differences between sub-groups, and note where these are significantly different than could be expected by chance ( $p < 0.05$ ).

For a sample size of 262 the confidence interval (often called margin of error) where the sample is evenly split (i.e. an overall answer of 50%) is +/-6.1% at the 95% confidence level. This means that for an answer of 50%, we can be 95% certain the true answer for the entire population is between 43.9% and 56.1%. Where there is greater conformity, say 90% or 10% share the same view, the confidence level improves to 3.6%.

Whilst there may look to be shifts over time, due to the sample size these are often not significant. When comparing 2021 and 2019 data, with sample sizes of 262 and 364 respectively, for a figure of 70%, a change of approximately +/-7% would be needed to signify a significant difference.

## Respondent breakdown

The majority of responses (74%) came from licensees alongside many from government, interested groups / individuals and other dutyholders / industry stakeholders.

**Figure 1. Stakeholder category**

	Number
Academics / Professional Institutes / Trade Bodies	9
Government Departments / Agencies / Public bodies	25
Interested groups / individuals	12
Licensees / authorised site	194
Local political including parliamentary	1
Other dutyholders / industry	21
<b>Total</b>	<b>262</b>

ONR developed a grading system to map the status of the stakeholder's relationship.

- Category A: 37
- Category B: 97
- Category C: 125
- Category D: 3

On some occasions, percentages may not add to 100% due to rounding. Likewise where a "net" percentage is shown (such as net: strongly agree and tend to agree), it is the result of adding together the two underlying numbers then dividing by the number of responses for the question, rather than adding the two percentages seen on the chart.



## Indicative benchmarking

Figures 4 and 5 can be used as a benchmarking tool across some of the measures in this survey. Comparisons are made against other regulators and public bodies that operate in the UK with published stakeholder surveys. Columns A and B represent other stakeholder surveys not in the public domain.

A table outlining the organisations used for the benchmarking and information on the sample can be found below.

**Figure 2. Published stakeholder surveys**

Organisation	Year published	URL link	Sample size	Sample description
PHSO (Parliamentary and Health Service Ombudsman)	2016	<a href="https://www.ombudsman.org.uk/sites/default/files/page/2016_Stakeholder_Survey_Report.pdf">https://www.ombudsman.org.uk/sites/default/files/page/2016_Stakeholder_Survey_Report.pdf</a>	35	Stakeholders (cohorts 5-10)
SSRO (Single Source Regulation Office)	2018	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/730042/SSRO_Stakeholder_Survey.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/730042/SSRO_Stakeholder_Survey.pdf</a>	92	Stakeholders
CMA (Competition and Markets Authority)	2017	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/621772/cma-stakeholder-survey-2017.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/621772/cma-stakeholder-survey-2017.pdf</a>	329	Stakeholders
FRC (Financial Reporting Council)	2017	<a href="https://www.frc.org.uk/getattachment/52bfd584-c953-4b49-a722-d491a4f21c88/ComRes-FRC-Stakeholder-research-report-December-2017.pdf">https://www.frc.org.uk/getattachment/52bfd584-c953-4b49-a722-d491a4f21c88/ComRes-FRC-Stakeholder-research-report-December-2017.pdf</a>	297	Senior stakeholders

GMC (General Medical Council)	2016	<a href="https://www.gmc-uk.org/-/media/documents/gmc-tracking-survey-2016---final-report_pdf-73541068.pdf7">https://www.gmc-uk.org/-/media/documents/gmc-tracking-survey-2016---final-report_pdf-73541068.pdf7</a>	40	Stakeholders – including other regulators, ALBs and Government departments
GMC (General Medical Council)	2019	<a href="https://www.gmc-uk.org/-/media/documents/corporate-strategy-and-stakeholder-perceptions-baseline-survey_pdf-77714064.pdf">https://www.gmc-uk.org/-/media/documents/corporate-strategy-and-stakeholder-perceptions-baseline-survey_pdf-77714064.pdf</a>	47	Stakeholders
CCG (NHS Clinical Commissioning Groups):	2018 / 2019	<a href="https://www.england.nhs.uk/wp-content/uploads/2019/08/ccg-360-stakeholder-survey-2018-19-national-report-v1.pdf">https://www.england.nhs.uk/wp-content/uploads/2019/08/ccg-360-stakeholder-survey-2018-19-national-report-v1.pdf</a>	7,682	Stakeholders from 195 CCGs
CCW (Consumer Council for Water)	2017	<a href="https://www.ccwater.org.uk/wp-content/uploads/2017/11/Stakeholder-perceptions-research-report.pdf">https://www.ccwater.org.uk/wp-content/uploads/2017/11/Stakeholder-perceptions-research-report.pdf</a>	106	Primary, Secondary and Tertiary Stakeholders
PHE (Public Health England)	2018 / 2019	<a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/785836/PHE_stakeholder_review_18_19.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/785836/PHE_stakeholder_review_18_19.pdf</a>	313	Stakeholders
LGA (Local Government Association)	2017	<a href="https://www.local.gov.uk/sites/default/files/documents/LGA%20Perceptions%20Survey%202017%20Final.pdf">https://www.local.gov.uk/sites/default/files/documents/LGA%20Perceptions%20Survey%202017%20Final.pdf</a>	1,004	Representatives from local authorities across all the English regions

**Figure 3. Regulators**

	ONR	PHSO	SSRO	CMA	FRC	GMC
Understanding / familiar with / know about the purpose and objective	97%	/	96%	/	89%	72%
Effectiveness of professional working relationship / satisfaction with the way it works in partnership with your organisation	88%	/	/	67%	/	92%
Independent	88%	89%	79%	/	81%	/
Fair / impartial	81%	80%	66%	77%	/	/
Open and transparent / visible	76%	34%	76%	19%	81%	
Professional	93%	/	88%	92%	/	/
Clear	85%	66%	75%	43%	/	/
Accessible	84%	66%	/	/	/	/
Listens to / considers / understands your organisation	76%	/	74%	52%	/	70%
Engage with you about its priority or plans / shares information	60%	/	89%	/	/	/

**Figure 4. Public bodies**

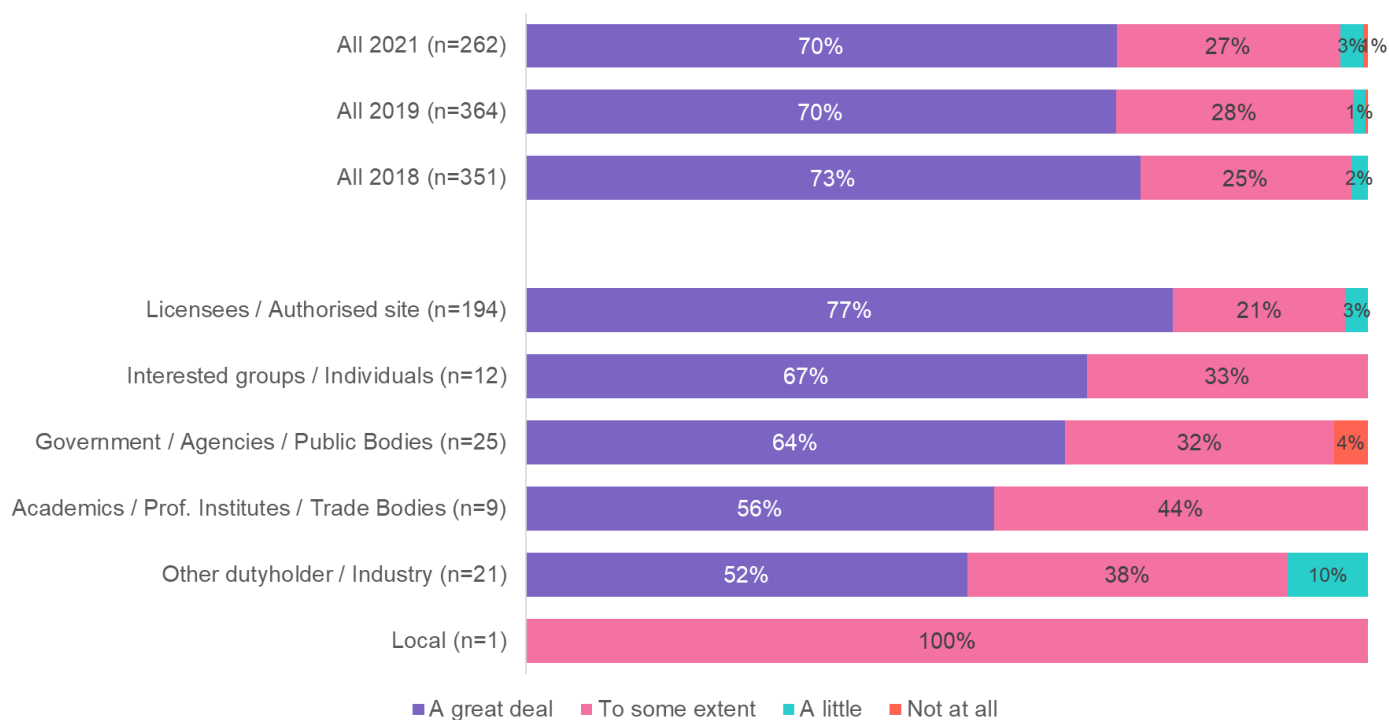
	ONR	CCG	A	B	CCW	PHE	LGA
Understanding / familiar with / know about the purpose and objective	<b>97%</b>	/	94%	95%	74%	/	73%
Effectiveness of professional working relationship / satisfaction with the way it works in partnership with your organisation	<b>88%</b>	88%	86%	85%	/	87%	/
Independent	<b>88%</b>	/	/	/	84%	33%	/
Professional	<b>93%</b>	/	/	/	/	/	/
Clear	<b>85%</b>	/	82%	70%	67%	/	/
Accessible	<b>84%</b>	/	81%		/	48%	/
Consistent	<b>81%</b>	/	69%	59%	/	74%	/
Listens to / considers / understands your organisation	<b>76%</b>	/	76%	/	64%	66%	/
Engage with you about its priority or plans / shares information	<b>60%</b>		/	/	/	/	80%

## Key findings

### Understanding and relationship

Seven in ten (70%) stakeholders say that they feel they understand the ONR’s purpose ‘a great deal’. This is in line with 2019 (70%) and 2018 findings (73%). Approximately a quarter (27%) say that they feel they understand it ‘to some extent’ and just three percent say that they only understand it ‘a little’. Among licensees / authorised site stakeholders, understanding of the ONR’s purpose is relatively high, with 77% saying that they feel they understand the ONR’s purpose ‘a great deal’.

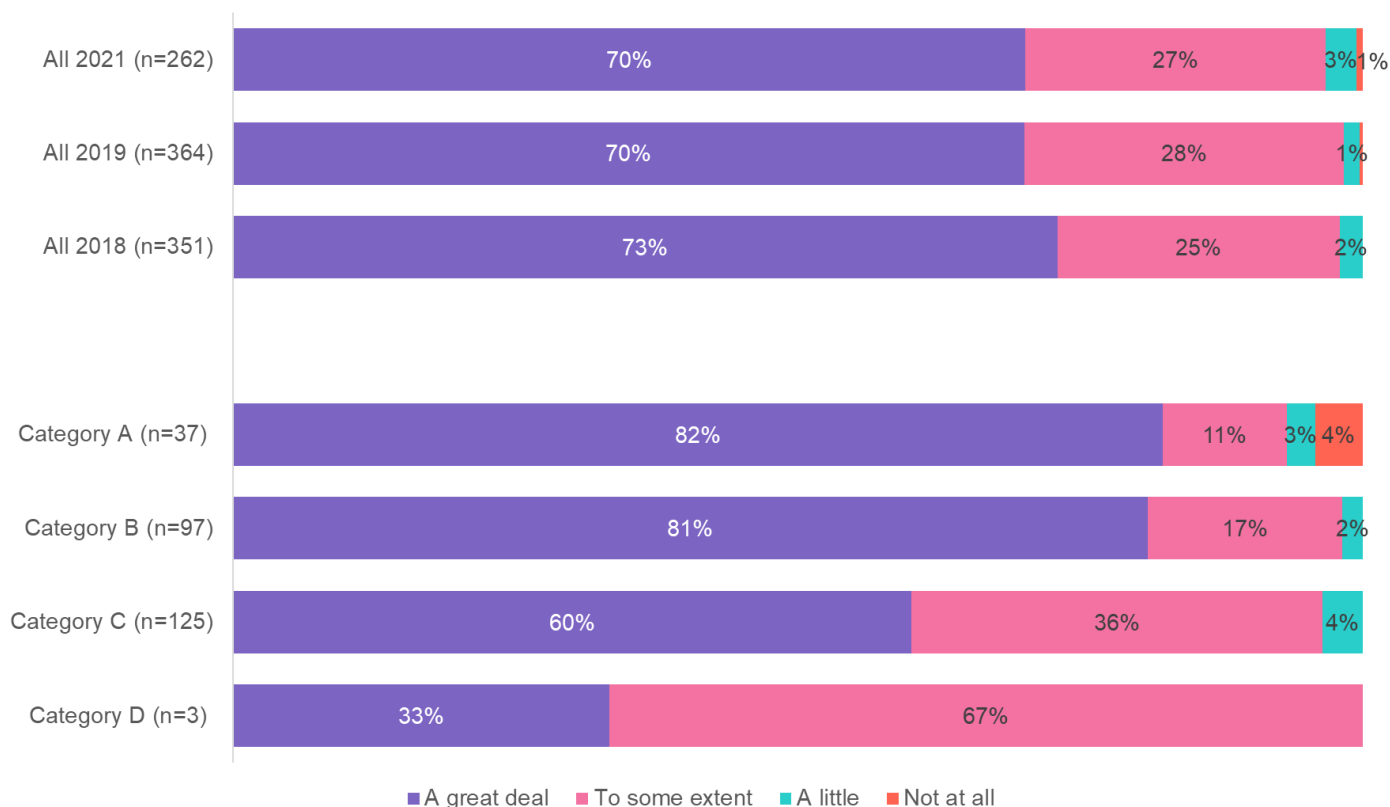
**Figure 5. To what extent do you feel you understand ONR's purpose? By stakeholder group**



Base: all, as indicated

Those felt to be closest to ONR and marked as Category A and B have the strongest confidence in their understanding of the ONR’s purpose, with approximately four in five saying that they feel they understand it ‘a great deal’. Category B stakeholders are more likely than category C stakeholders to report this (81% vs. 60%).

**Figure 6. To what extent do you feel you understand ONR's purpose? By stakeholder category**



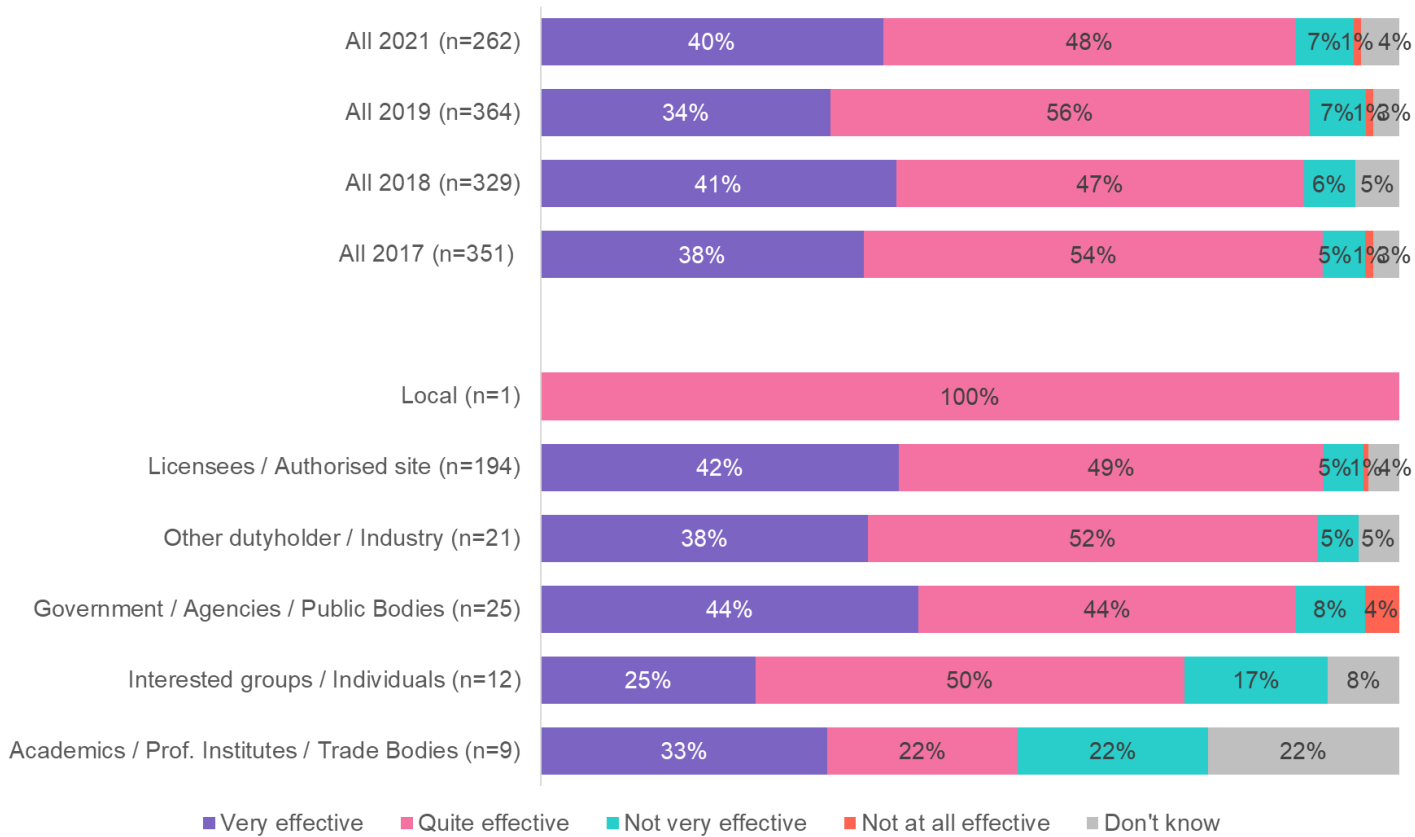
Base: all, as indicated

Stakeholders most commonly associated the ONR with being a ‘regulator(s)’ or ‘professional’ when asked how they would describe the ONR in one word. Other common descriptions included the terms ‘thorough’, ‘effective’, ‘challenging’ and ‘independent’.

The vast majority (88%) of stakeholders feel that they have a very or quite effective professional working relationship with the ONR and its staff, consistent with previous findings (90% in 2019 and 89% in 2018). Only eight percent feel that their relationship is either not very or not at all effective.

In line with the average, 91% of licensees / authorised site stakeholders report that they have an effective relationship with ONR and its staff.

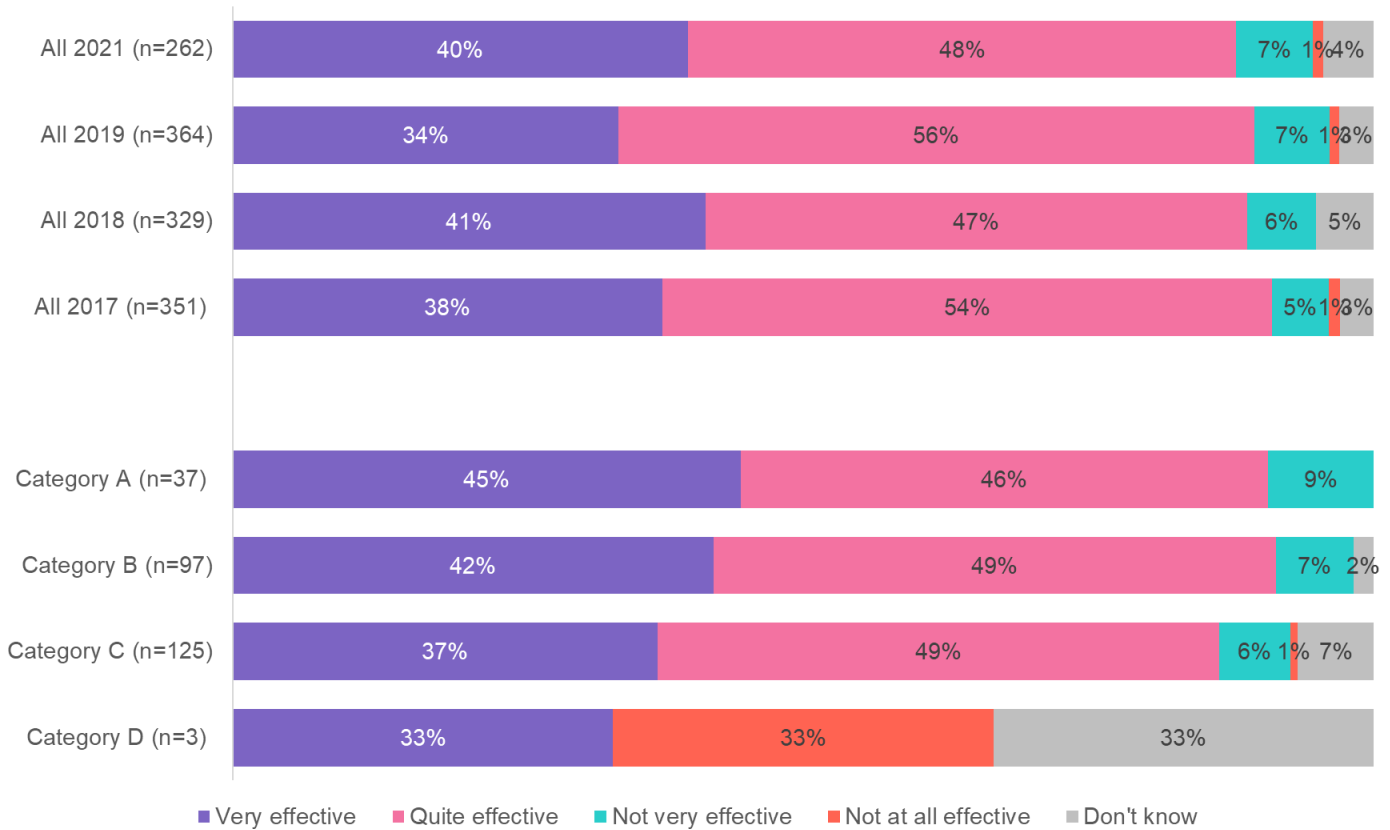
**Figure 7. How effective or not is your professional working relationship with ONR and its staff? By stakeholder group**



Base: all, as indicated

This is fairly consistent across stakeholder categories. A similar proportion of Category A (91%), B (91%) and C (86%) stakeholders say that they have an effective professional working relationship with ONR and its staff.

**Figure 8. How effective or not is your professional working relationship with ONR and its staff? By stakeholder category**



Base: all, as indicated

### Attributes of an effective regulator

Stakeholders are most likely to agree that the ONR operates in a way that is ‘professional’ (93%), ‘independent’ (88%) and ‘based on evidence’ (86%). Stakeholders are least likely to agree that the ONR operates in a way that is responsive to change (50%). However, this tends to be due to a relatively high proportion neither agreeing nor disagreeing (34%) as opposed to saying that they disagree (13%) that the ONR operates in a way that is responsive to change.

Licensees / authorised site stakeholders are as likely as average to say that the ONR operates in a way which is ‘professional’ and ‘independent’ (both 93%). They are also likely to agree that the ONR operates in a way which is ‘based on evidence’ (88%) and ‘trusted’ (87%).



The table below shows these figures over time.

**Figure 9. To what extent do you agree or disagree that ONR operates in a way that is... By year**

	2017	2018	2019	2021
Professional	89%	-	93%	93%
Independent	82%	87%	89%	88%
Based on evidence	79%	84%	81%	86%
Trusted	78%	85%	85%	84%
In the interests of the public	82%	82%	82%	84%
Fair	74%	83%	77%	81%
Open and transparent	75%	79%	77%	76%
Proportionate	60%	68%	58%	67%
Consistent	56%	64%	62%	64%
Responsive to change	50%	57%	52%	50%

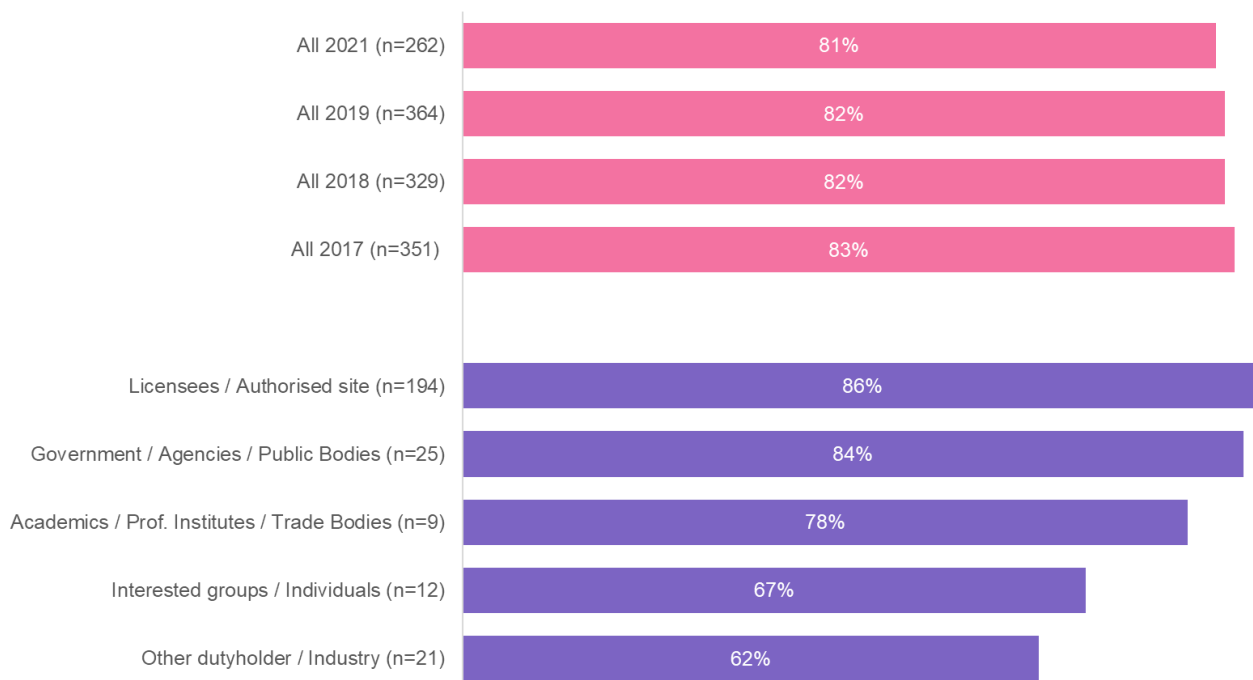
*\*the term 'professional' was excluded in 2018 due to the survey being a shortened version*

## Influencing

Four in five (81%) stakeholders agree that the ONR influences improvements in nuclear safety and security culture. This is consistent with the previous years (82% in 2019 and 2018).

Licensees / authorised site stakeholders are as likely as average to agree with this statement (86%).

**Figure 10. To what extent do you agree or disagree that ONR influences improvements in nuclear safety and security culture? Proportion that agree by stakeholder group**



Base: all, as indicated

Among stakeholders agreeing that ONR has influenced improvements in safety and security, a range of reasons for this were provided.

*“Through the encouraging of improvements that were not just regulatory issues, through encouraging collaboration between multiple regulatory bodies and sites.”*

*“By asking fair questions on behalf of the public and expecting licence holders to give robust positions and answers in return.”*

*“Use of regulatory enforcement activities provides organisations with the impetus to drive change quickly that might otherwise be delayed or not enacted.”*

*“ONR team has worked with us collaboratively and openly to share experience and good practice and support our safety culture improvement programme. ONR leadership has been very proactive in stressing the importance to them of us safely delivering our output.”*

*“ONR have based their Safeguards regulatory assessment principles on the 2010 Safeguards Industry best practice guide. This will be the marker going forward which will drive industry to aim for best practice in all elements of Safeguards. The approach has been shared with Industry early to aid in the transition from Euratom to the ONR regulatory approach.”*

In line with 2019, a similar proportion (80% in 2021, 81% in 2019) of licensees / authorised site stakeholders agree that the ONR influences improvements in their own organisation's safety and security culture. In 2021, 32% percent strongly agreed and a further 48% agreed. Just three percent disagreed with the statement.

Just three percent of stakeholders disagreed that the ONR influences improvements in their organisation's safety and security culture. A few stakeholders expanded on this in the open-ended comments and the comments below therefore represent individual views.

*“Set in ways and not open to change.”*

*“Can appear to nit-pick (findings/actions over definitions in a document etc...) whilst failing to engage in finding solutions to actual problems.”*

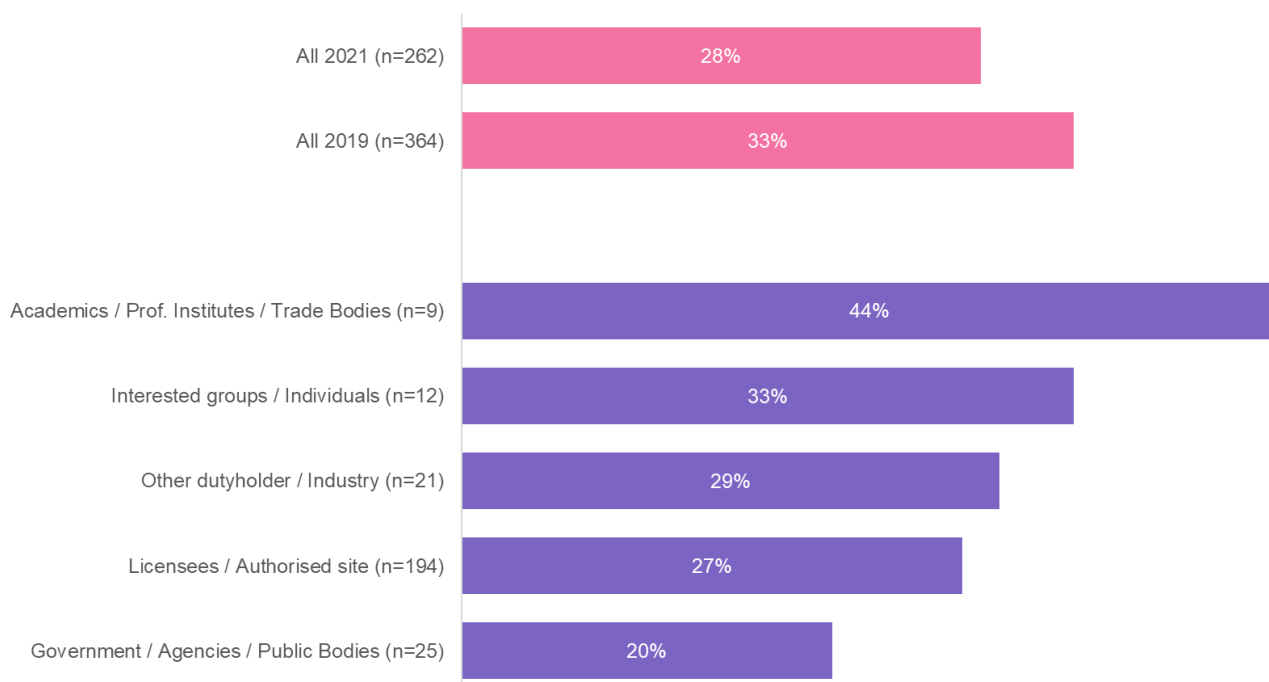
*“ONR tries but is hard to influence an organisation that is entrenched.”*

## Innovation

A comparable proportion of stakeholders in 2021 agree that the ONR enables innovation across the nuclear industry (28% vs. 33% in 2019). A smaller proportion disagree (18%), with a large proportion neither agreeing nor disagreeing with this statement (44%). Among licensees / authorised site stakeholders, levels of agreement are comparable with the overall figure (27%).

There are not statistically significant differences in levels of agreement by stakeholder category.

**Figure 11. To what extent do you agree or disagree that ONR enables innovation across the nuclear industry? Proportion that agree by stakeholder group**

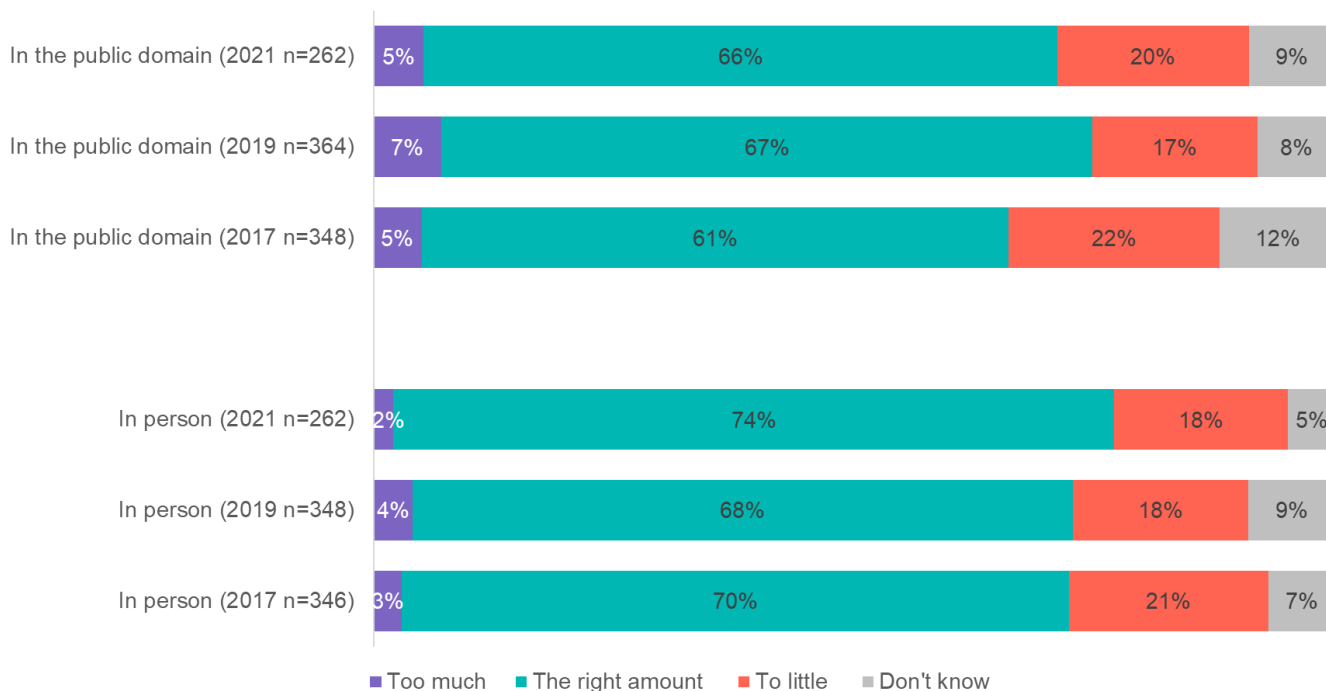


Base: all, as indicated. Note that question text wording changed from ‘promotes’ to ‘enables’ in 2021.

## Communication

The majority of stakeholders think that the ONR provides the right amount of information, guidance and advice in both the public domain (66%, 67% in 2019) and in person (74%, 68% in 2019). This is a directional, but not statistically significant, increase in the proportion of ONR stakeholders saying that it provides the right amount of information, guidance and advice in person. A smaller but significant proportion say that the ONR provides too little information, guidance and advice in the public domain (20%, 17% in 2019) and in person (18% in 2021, 18% in 2019), whilst only a very small number say that the ONR provides too much.

**Figure 12. Do you think ONR provides, too much, too little or the right amount of information, guidance and advice...?**

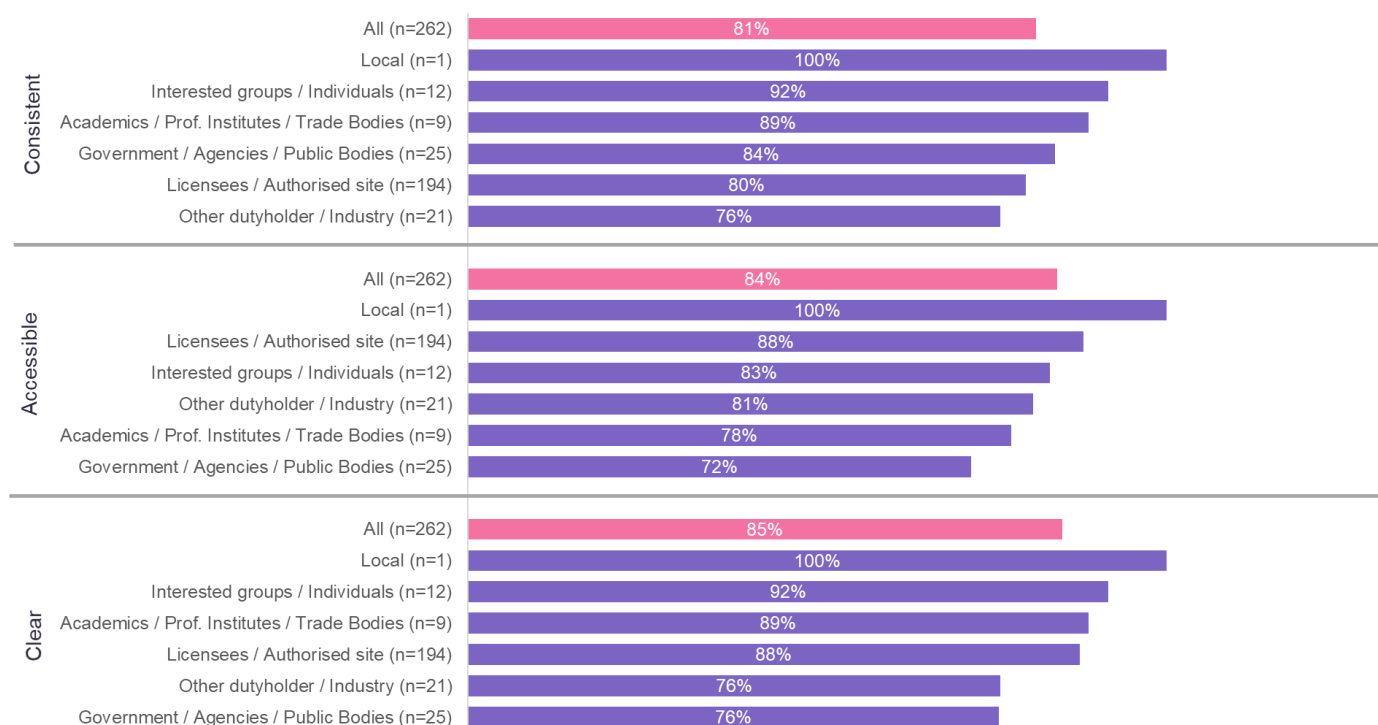


Base: all excluding not applicable, as indicated

One in ten (11%) licensees / authorised site stakeholders think that the ONR provides too little information, guidance and advice in the public domain and 13% think the same for in person. Category C (26%) and B (18%) stakeholders are more likely than category A (3%) to say that the ONR provides too little in the public domain. When thinking about the amount of information, guidance and advice that the ONR provides in person, one in five (22%) category C stakeholders say that the ONR provides too little. This is higher than the proportion of category B stakeholders reporting this (10%).

The majority find ONR’s information, guidance and advice to be clear (85% - a great deal / to some extent), accessible (84%) and consistent (81%). Among licensees / authorised site stakeholders, a comparable proportion say that the information, guidance and advice provided by the ONR is clear, accessible (both 88%) and consistent (80%).

**Figure 13. And to what extent is the information, guidance and advice provided...? Proportion that agree by stakeholder group**



Base: all, as indicated

Among the different stakeholder categories, there are not significant differences in the proportion saying that the information, guidance and advice provided by the ONR is clear or consistent. Category B stakeholders are more likely than category C to report that it is accessible (90% vs. 80%).

Stakeholders were asked what information and in what form they would like to see ONR provide in the future. Accessibility was a common theme, with many stakeholders noting the importance of providing clear information that is easy to understand.

*“More succinct, understandable and accessible.”*

*“More simple, clear, general information to make the public ‘aware’ that you are there and active on their behalf. It may be difficult to get the media to take it up unless it is sensational, but don’t sensationalise for that reason. If you have done it, you can point that out if and when challenged.”*

Some specifically mentioned increasing the accessibility of technical assessment guides (TAGs) as mentioned in the quote below.

*“The ONR inspectors can on occasion be very reluctant to reveal the basis why they think an operator's stance on an issue is wrong. More openness would help, as the inspectors themselves are sometimes wrong. In general, the easy accessibility of documents such as the TAGs is appreciated.”*

Others felt that improvements to the website would be useful, in order to make it easier to find relevant information.

*“The ONR website is not the easiest to search, to say the least. Documents do not appear to be organised in any particular fashion. Documents are aimed primarily at different readerships: inspectors; duty-holders; the media; the public; researchers; etc. Ultimately, this is a collection of documents.”*

*“Further guidance material (e.g. more in-depth information to complement the Package Applicants Guide). Available via the website, which also requires substantial improvement to be useful.”*

*“Guidance notes easily accessible on the webpage.”*

Regular updates in the form of a newsletter could also prove useful for disseminating information, mentioned by a number of ONR stakeholders.

*“Regular updates on innovation in the nuclear industry via emails/newsletters.”*

*“A newsletter to companies would be good.”*

*“Regular newsletter on scope and status.”*

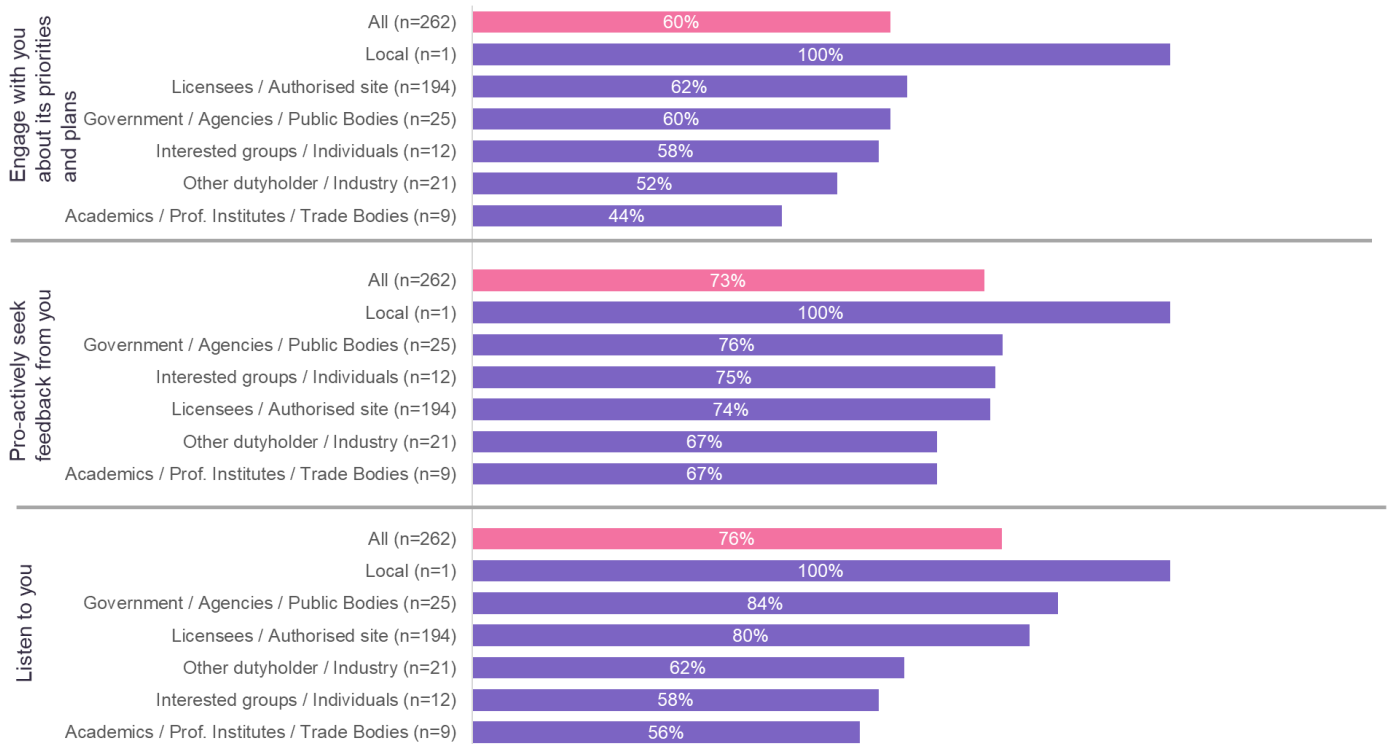
## Engaging

Approximately three in four (76%) stakeholders feel that the ONR listens to them, either a great deal or to some extent. Whilst this is lower than 2019 and 2018 findings (both 82%), this difference is not statistically significant.

There has been an indicative increase in the proportion saying that the ONR pro-actively seeks feedback from them, with 73% reporting this in 2021. This is higher, though not significantly, than in 2017 (66%).

There is less agreement about the ONR's engagement about its priorities and plans, with three in five (60%) reporting this, consistent with 2019 findings (61%).

**Figure 14. To what extent does ONR...? By stakeholder group**



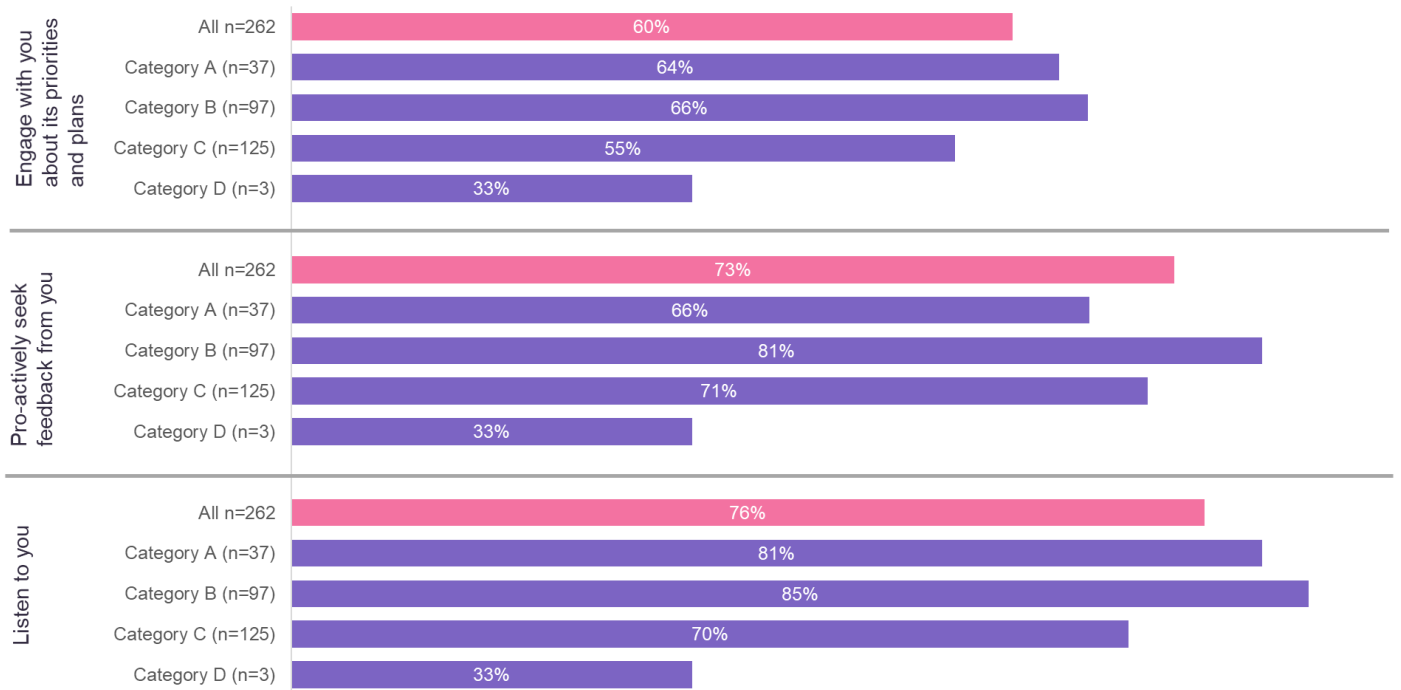
Base: all, as indicated

Four in five (80%) licensees / authorised site stakeholders feel that the ONR listens to them a great deal or to some extent.

Category B stakeholders are more likely than category C stakeholders to feel that the ONR listens to them (85% vs. 70%).



**Figure 15. To what extent does ONR...? By stakeholder category**

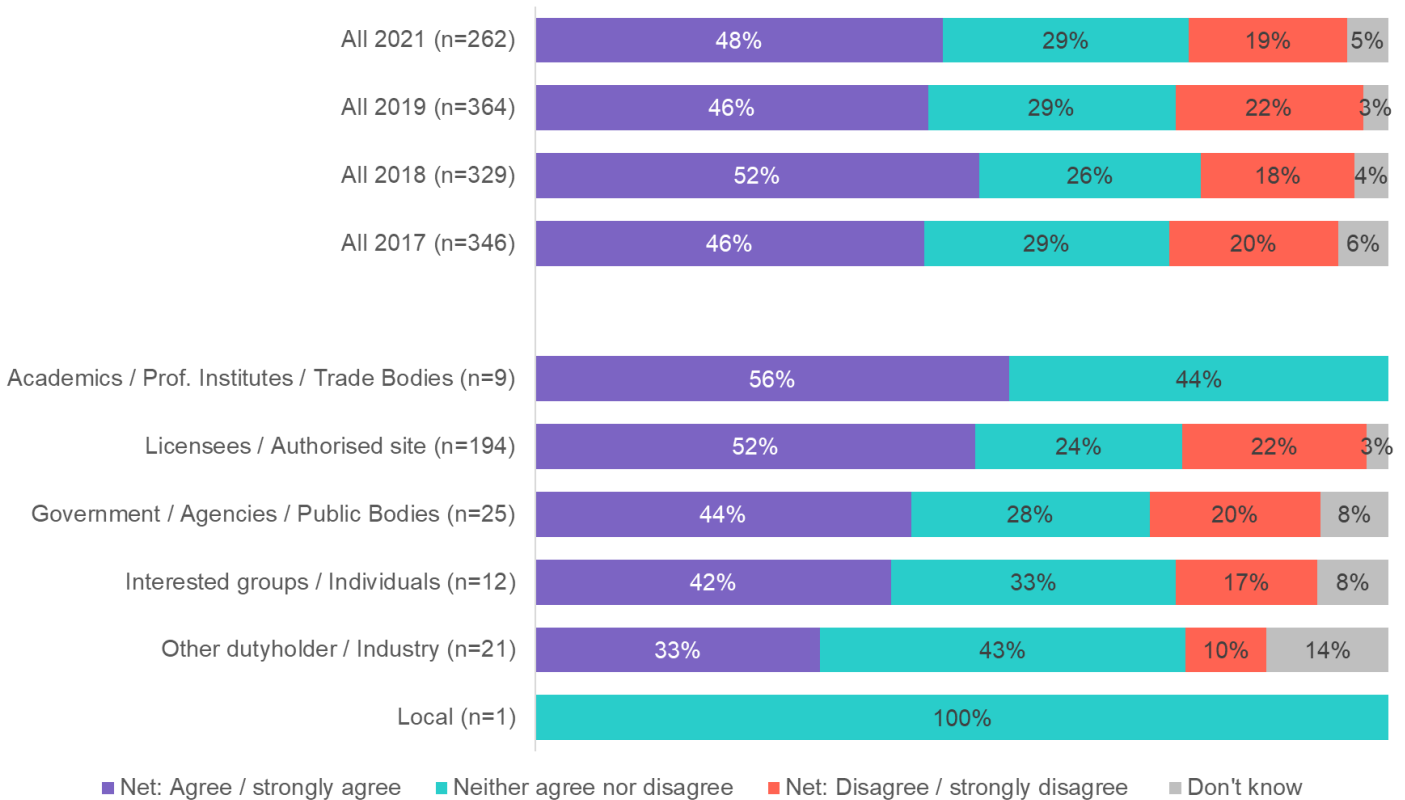


Base: all, as indicated

## Efficiency

Approximately half (48%) agree that the ONR avoids imposing unnecessary regulatory burdens. A notable proportion neither agree nor disagree (29%) or disagree (19%) with this statement. Agreement among licensees / authorised site stakeholders is in line with average, with roughly half (52%) reporting this.

**Figure 16. To what extent do you agree or disagree that ONR avoids imposing unnecessary regulatory burdens? By stakeholder group**

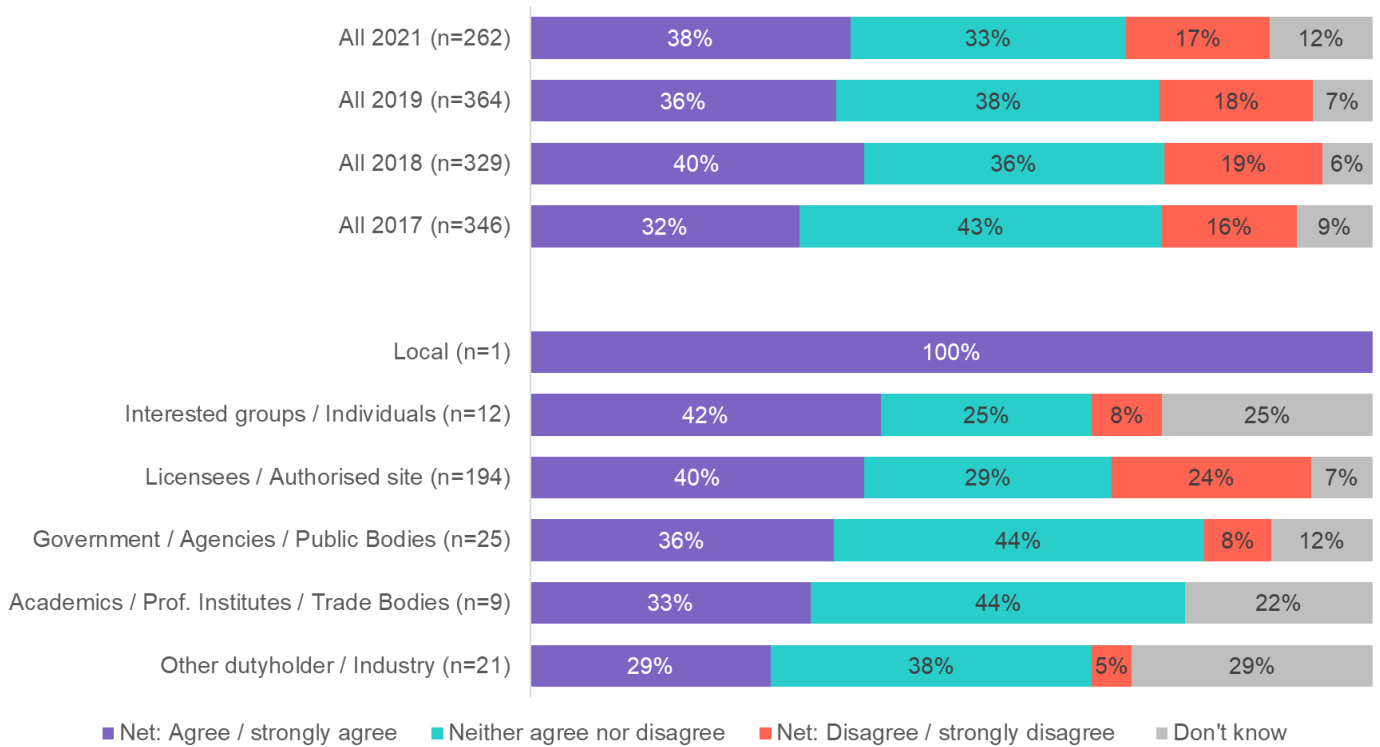


Base: all, as indicated

Category C stakeholders are more likely than category A stakeholders to agree that the ONR avoids imposing unnecessary regulatory burdens (52% vs. 30%). Whilst 13% of category C stakeholders strongly agree with this statement, no category A stakeholders do.

Thirty-eight percent agree that the ONR has efficient ways of working, with 17% disagreeing. This is an indicative, though not statistically significant, increase in levels of agreement in comparison to 2017 (32%). A notable proportion neither agree nor disagree (33%) or disagree (17%) with this statement. Agreement levels among licensees / authorised site stakeholders is in line with the average, with two in five (40%) saying that the ONR has efficient ways of working.

**Figure 17. To what extent do you agree or disagree that ONR has efficient ways of working?  
By stakeholder group**



Base: all, as indicated

Stakeholders were asked what ONR might do differently to be more efficient in the future. Common themes included providing better and clearer guidance and increasing on-site presence.

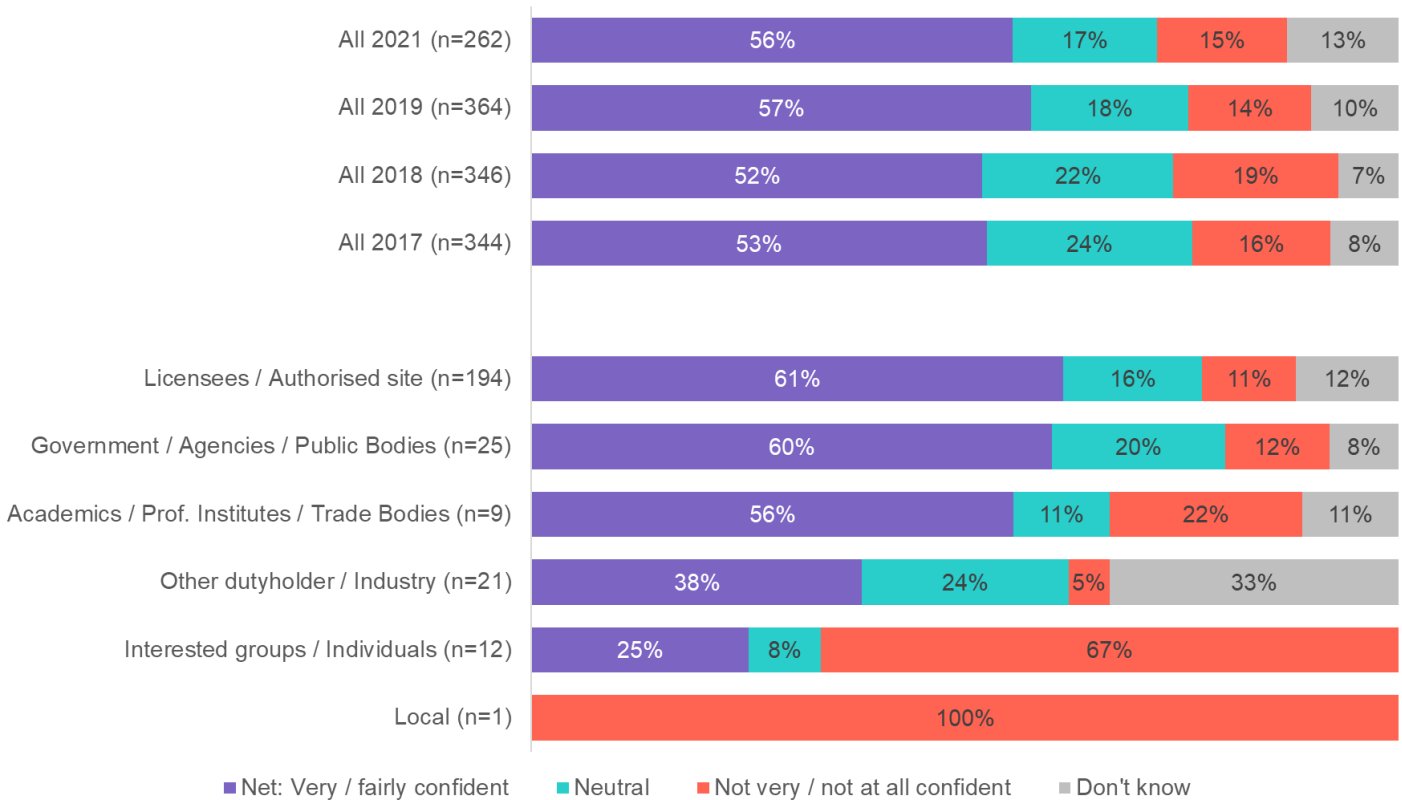
*“Make guidance clearer and easier to find. Don't overcomplicate things!”*

*“More inspectors, more frequent site visits. We learn a lot about expectations with site visits.”*

### Confidence in ONR

Over half (56%) of stakeholders feel very or fairly confident that the ONR has the resources and capabilities to deliver its functions at the current time. This is consistent with 2019 findings. A comparable proportion (61%) of licensees / authorised site stakeholders feel confident that the ONR has the resources and capabilities to deliver its functions at the current time.

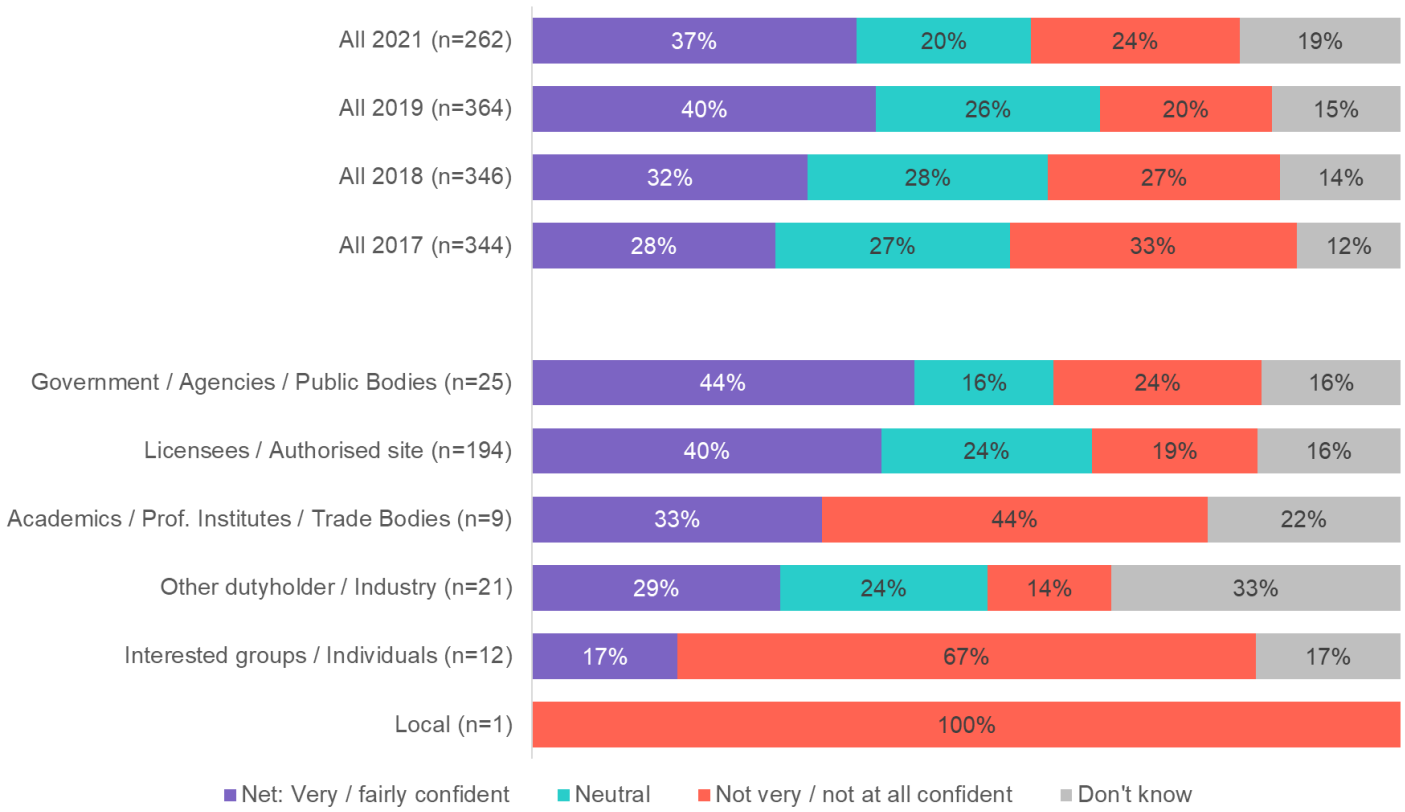
**Figure 18. How confident or not are you that ONR has the resources and capabilities to deliver its functions at the current time? By stakeholder group**



Base: all, as indicated

Overall, stakeholders are more likely to be confident in the ONR delivering its functions at the current time than in the next 5 to 10 years (56% vs. 37%). However, there has been an increase in confidence in the ONR to meet the potential requirements of the next 5 to 10 years, from 28% in 2017 to 37% at present. Agreement levels among licensees / authorised site stakeholders are in line with average (40%).

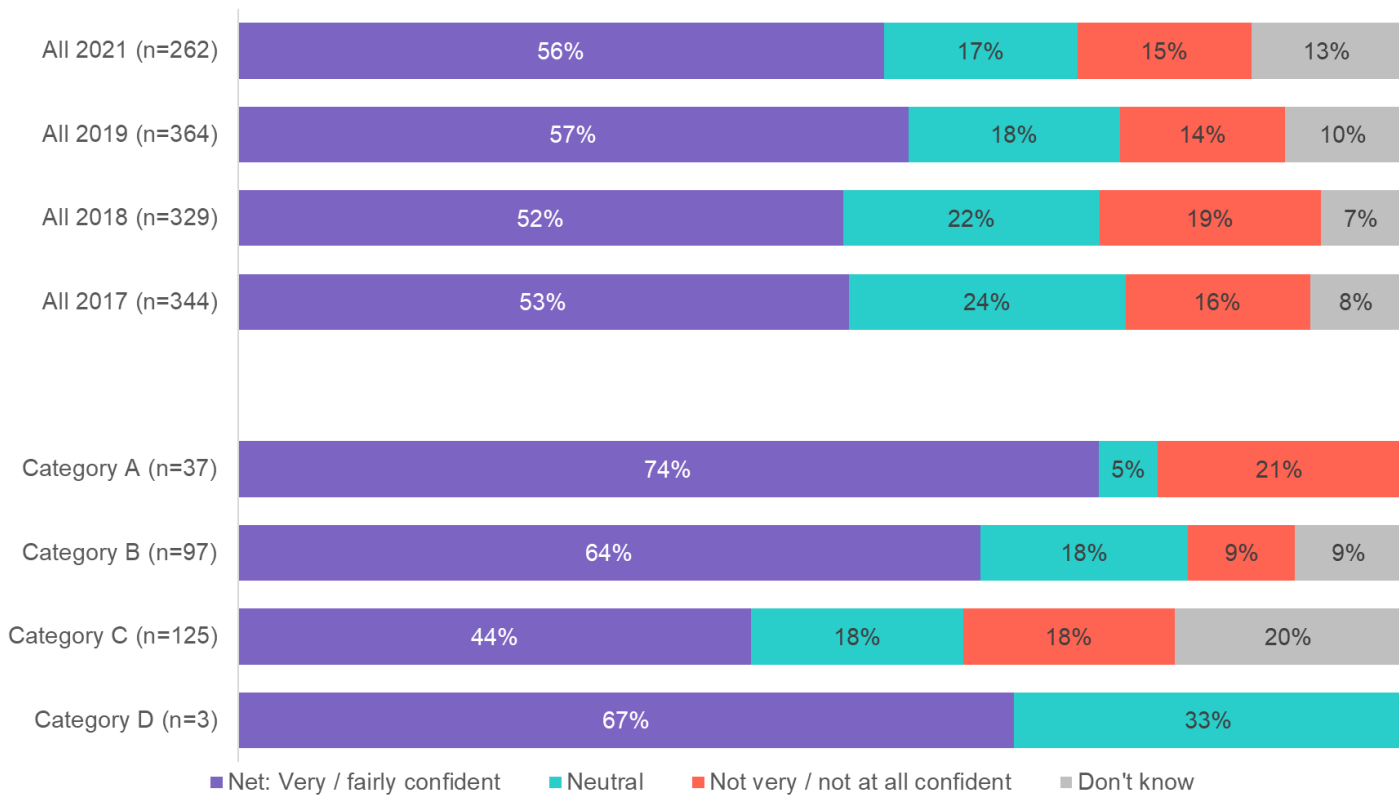
**Figure 19. How confident or not are you that ONR has the resources and capabilities to deliver its functions in the next 5 to 10 years? By stakeholder group**



Base: all, as indicated

Category A and category B stakeholders are the most likely to say that they are confident that the ONR has the resources and capabilities to deliver its functions at the current time. For category B stakeholders, this is higher than for category C (64% vs. 44%).

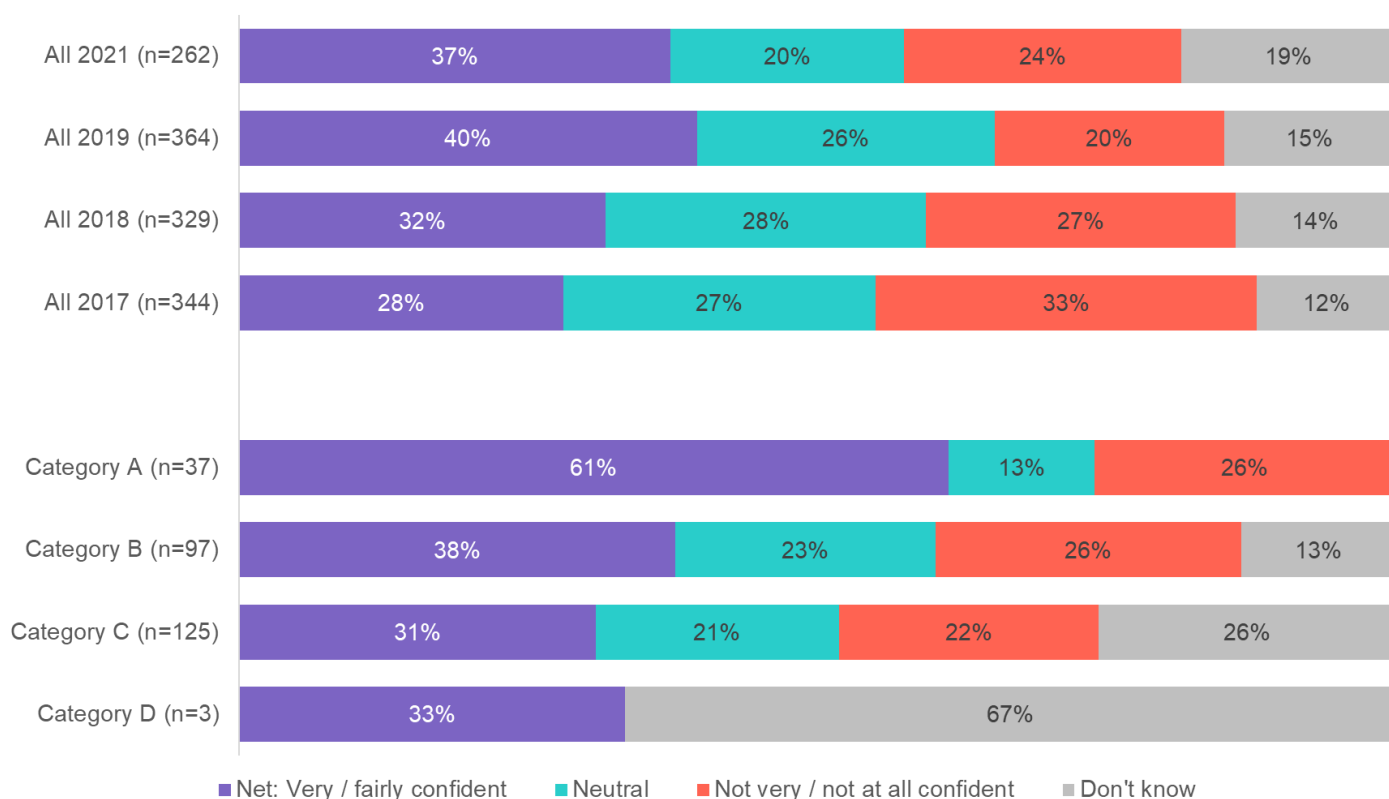
**Figure 20. How confident or not are you that ONR has the resources and capabilities to deliver its functions at the current time? By stakeholder category**



Base: all, as indicated

Confidence that the ONR has the resources and capabilities to deliver its functions in the next 5 to 10 years is higher among category A stakeholders.

**Figure 21. How confident or not are you that ONR has the resources and capabilities to deliver its functions in the next 5 to 10 years? By stakeholder category**



Base: all, as indicated

Stakeholders disagreeing that the ONR has the resources and capabilities to deliver, either at the current time or in the next 5 to 10 years, were asked their reasons for this. For most, this was due to reasons relating to staffing, skills and resourcing.

*“Not seeing the replacements for retired people and certainly not with the same skill sets and experience.”*

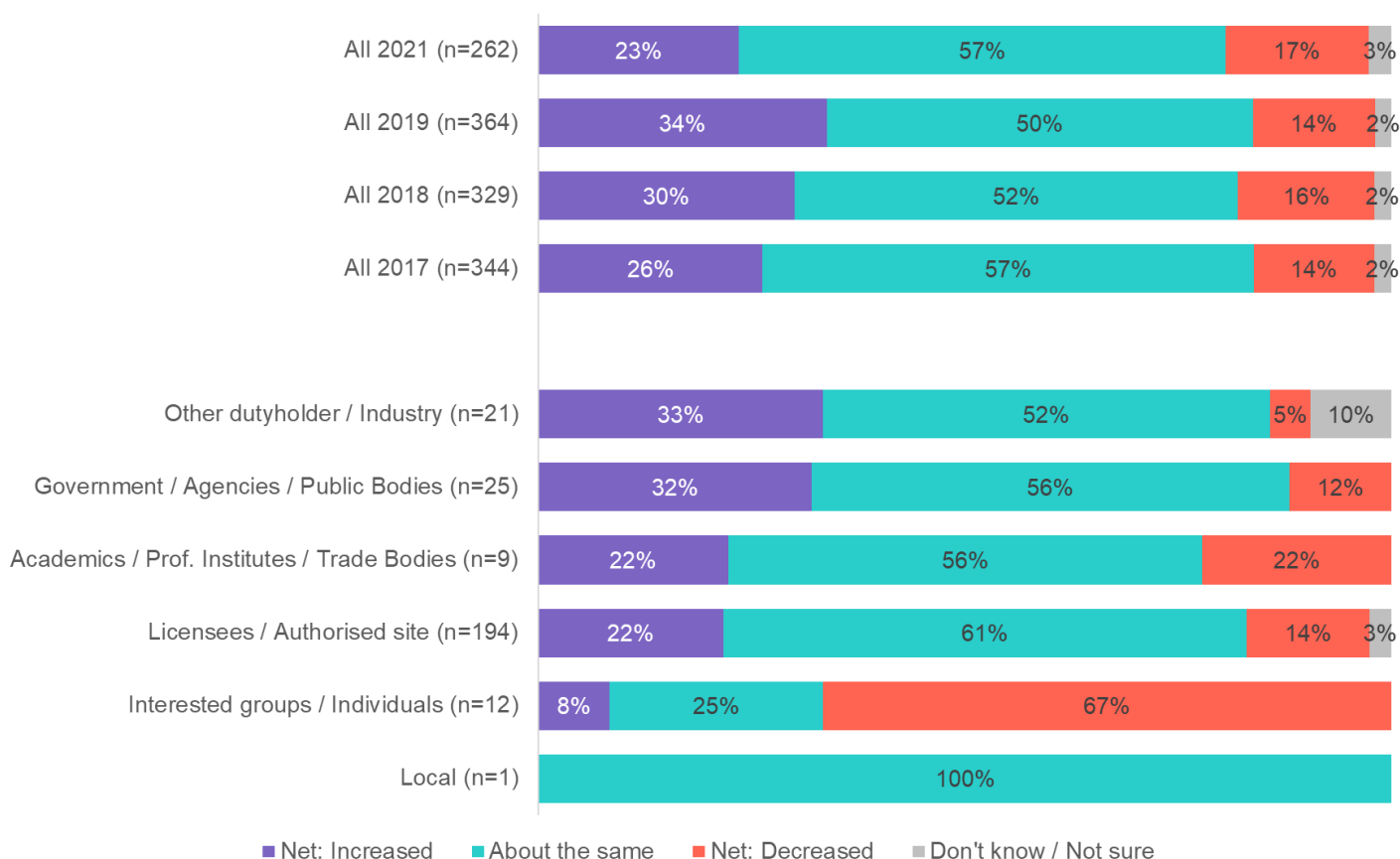
*“The ONR are over stretched during regulatory activities that I observe at my organisation. Regulators needs to mix their theoretical knowledge with on the ground approaches and doing both has shown itself to be difficult for the ONR inspectors to achieve with their current workloads.”*

*“ONR suffers from the same skills shortage as the rest of the sector. Plenty of end of career capability, excellent progress on early career capability, but a problem in mid-career solid nuclear technical capability.”*

*“Not enough resources to do all it has to do.”*

Approximately one in five (23%) stakeholders say that their confidence in the ONR has increased over the past 12 months. This represents a decrease in the proportion reporting this since 2019 (34%). However, this tends to be due to an indicatively higher proportion saying that their confidence in the ONR is 'about the same' in 2021 (57%) than in 2019 (50%). The number of stakeholders disagreeing with this is roughly comparable year on year (17% in 2021 and 14% in 2019).

**Figure 22. Has your confidence in ONR increased or decreased...? By stakeholder group**

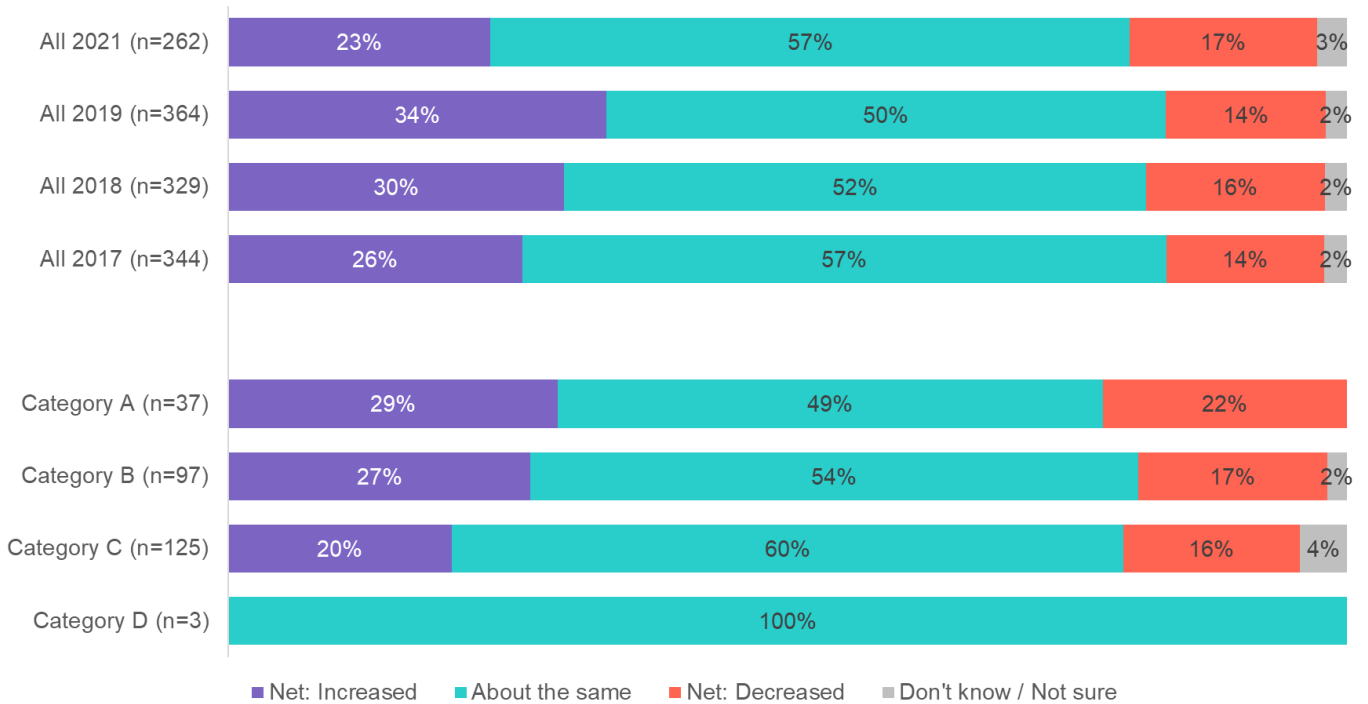


Base: all, as indicated

Among the stakeholder categories, there are not significant differences in the proportions saying that that their confidence in the ONR has increased over the past 12 months.



**Figure 23. Has your confidence in ONR increased or decreased...? By stakeholder category**



Base: all, as indicated

## ONR’s mission

The ONR’s mission is:

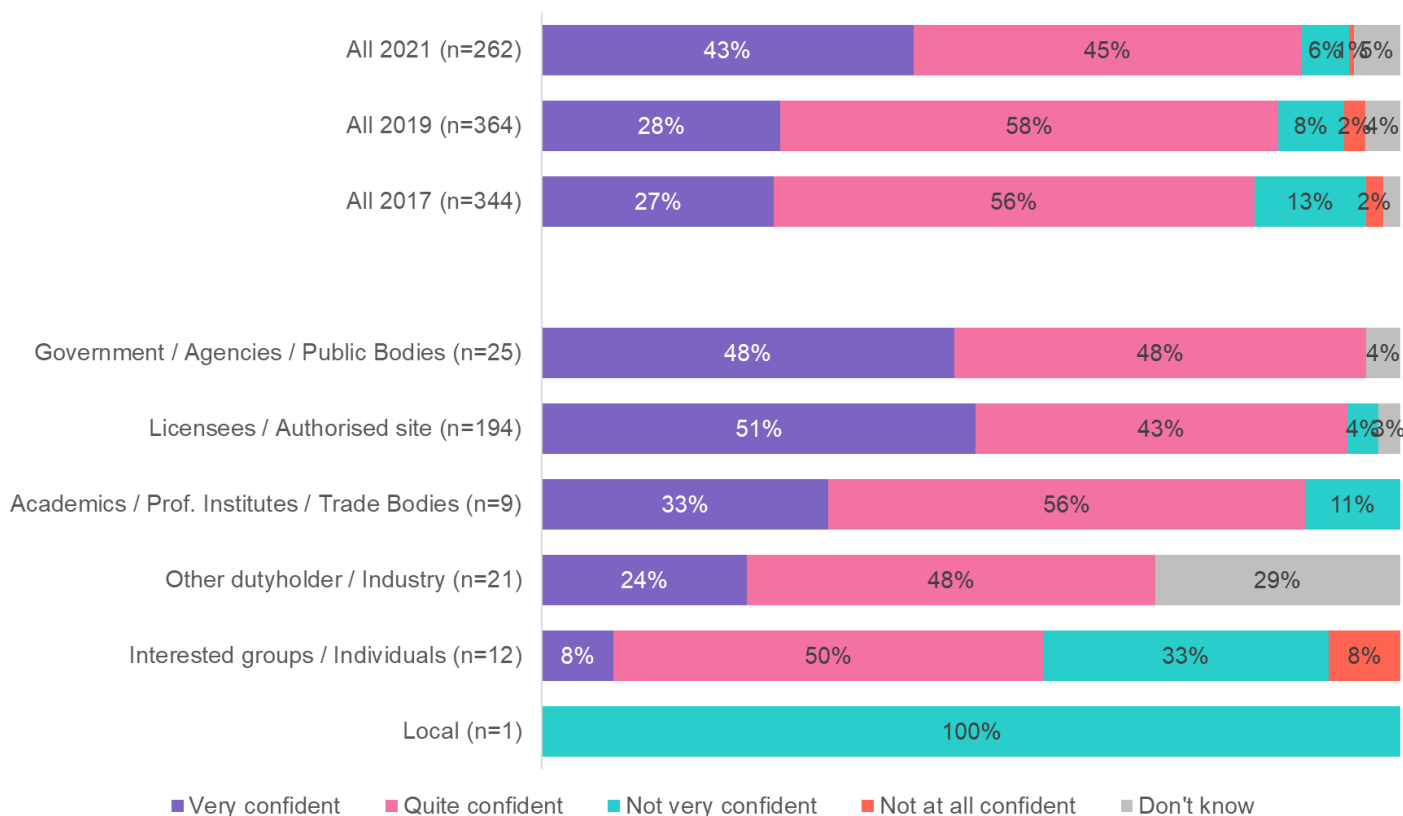
*“To protect society by securing safe nuclear operations.”*

The vast majority (88%, 86% in 2019) say they are confident in the ONR to deliver its mission. Confidence is high among licensees / authorised site stakeholders, with over nine in ten (94%) reporting this. Half (51%) of licensees / authorised site stakeholders say that they are ‘very confident’ in this.

The ONR’s mission in 2019 and 2017 was:

*To provide efficient and effective regulation of the nuclear industry, holding it to account on behalf of the public.”*

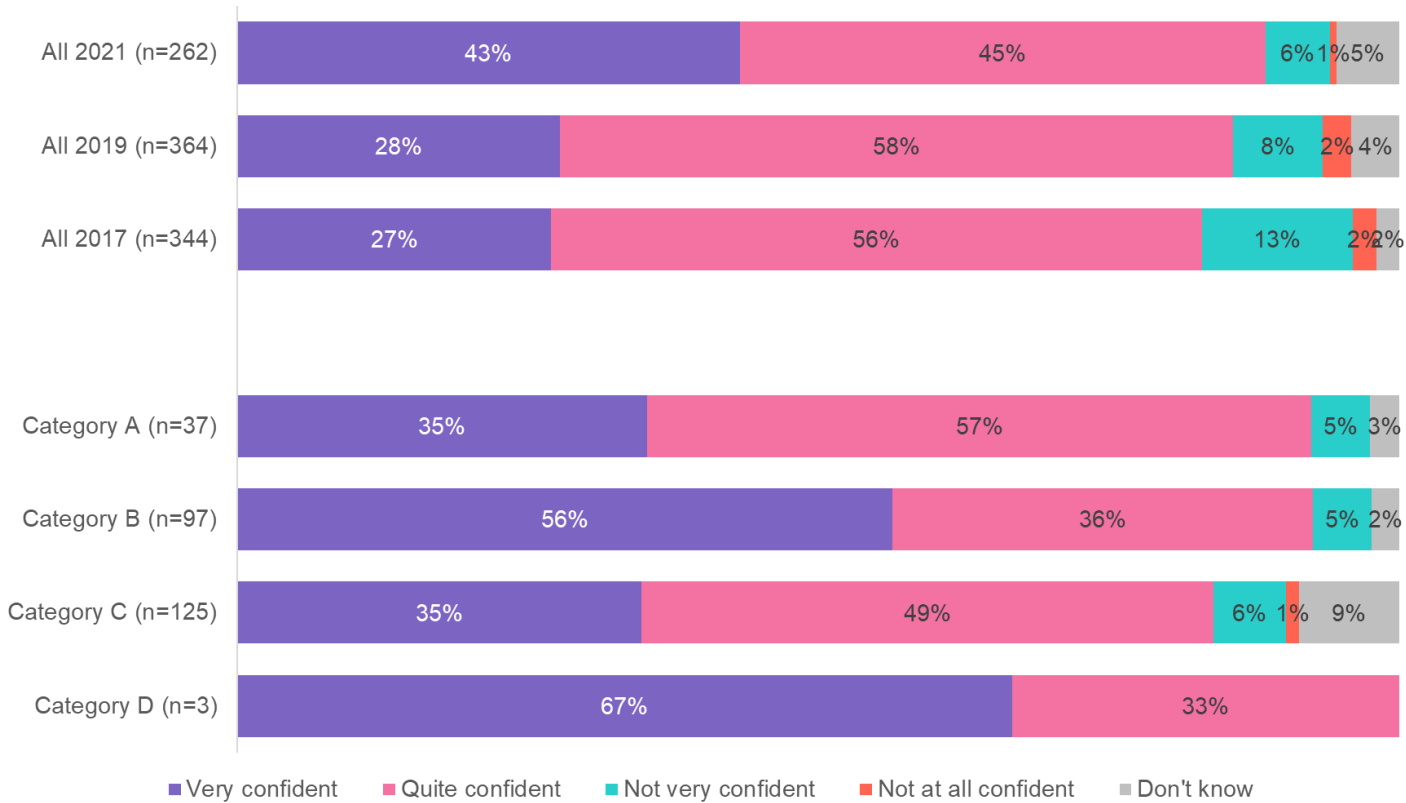
**Figure 24. How confident or not are you that ONR is delivering this? By stakeholder group**



Base: all, as indicated

There is a general sense of confidence among the different stakeholder categories. High proportions of category A (92%), B (93%) and C (84%) stakeholders say that they are confident in the ONR to deliver its mission.

**Figure 25. How confident or not are you that ONR is delivering this? By stakeholder category**



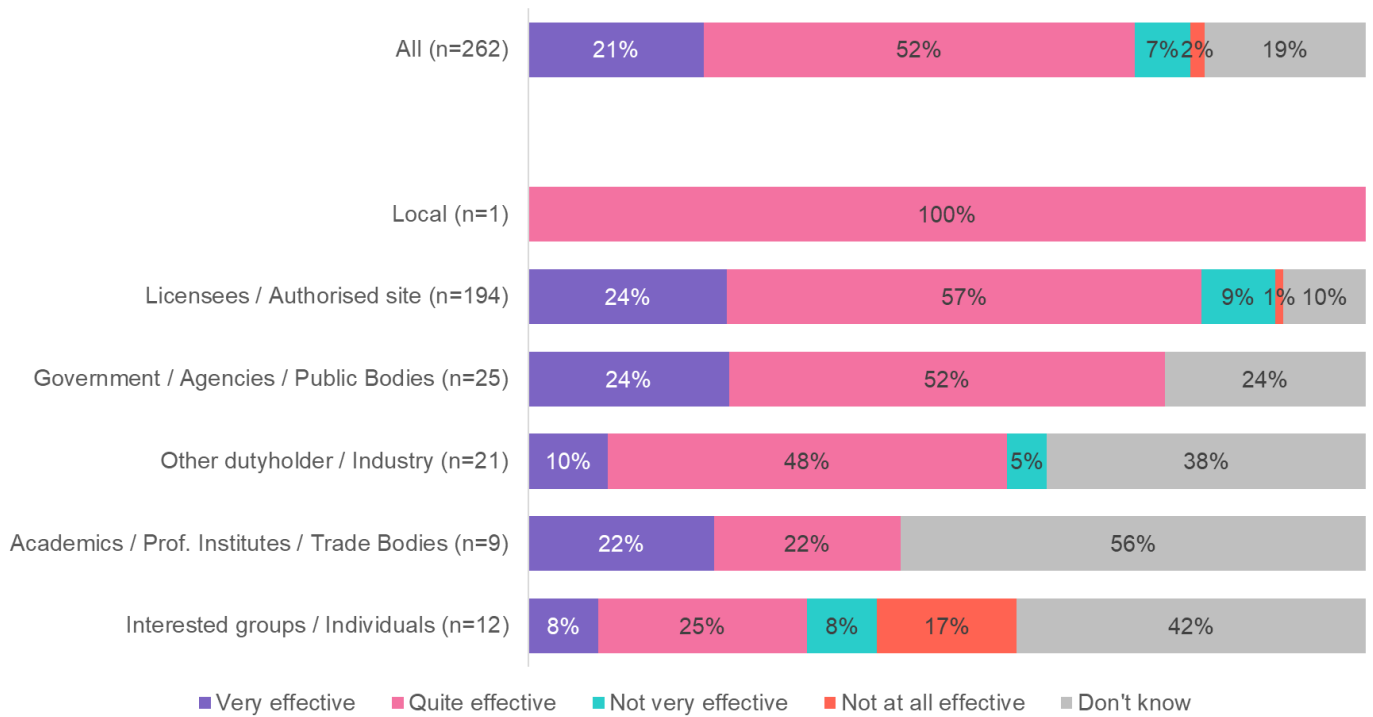
Base: all, as indicated

### The coronavirus (COVID-19) pandemic

Overall, seven in ten (72%) stakeholders say that the ONR has been either very or quite effective in delivering regulation during the coronavirus (COVID-19) pandemic. This is comprised of 21% stating that it has been very effective, and 52% saying quite effective. Eight percent say that it has been not very or not at all effective with 19% saying they are not sure.

The findings at an overall level are echoed among licensees / authorised state stakeholders, with the vast majority (80%) reporting that the ONR has been effective (very or quite) in delivering regulation during the coronavirus (COVID-19) pandemic.

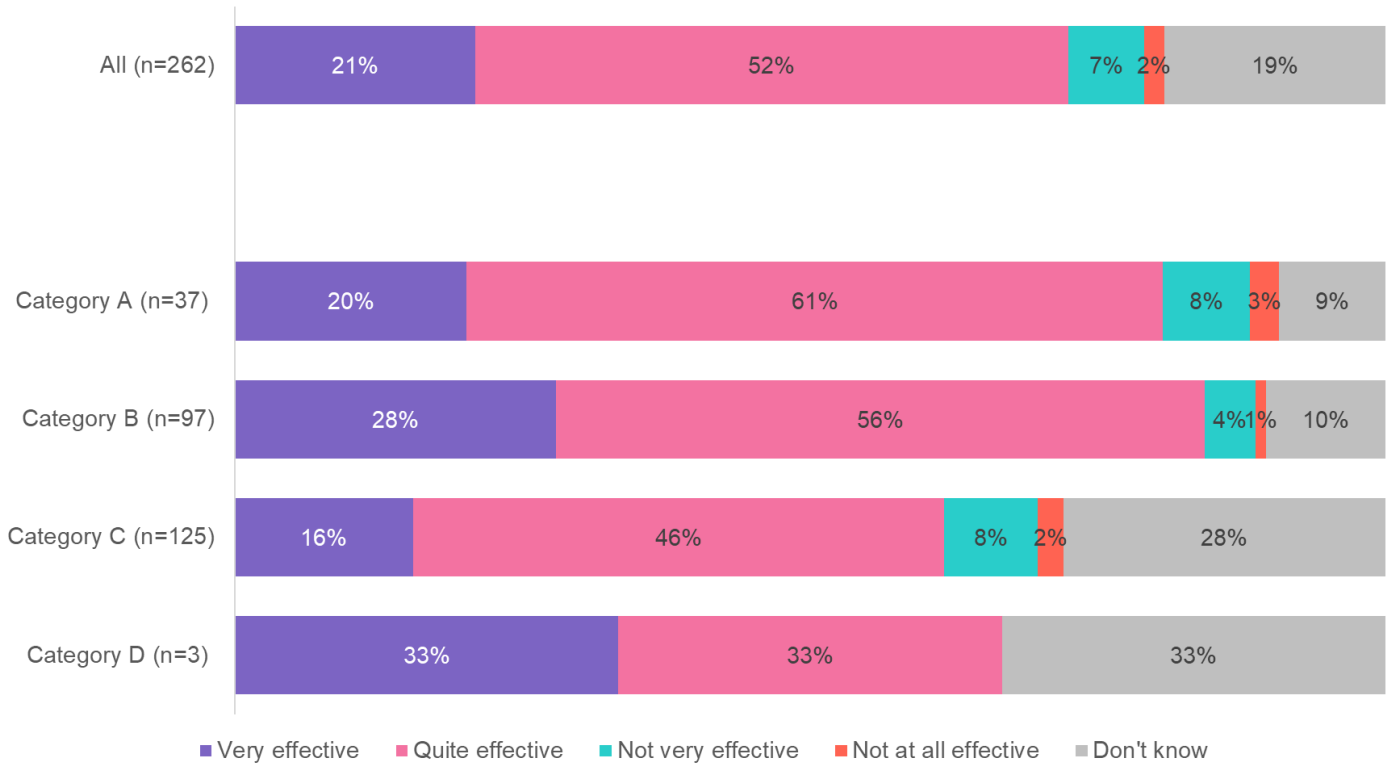
**Figure 26. How effective or not do you think the ONR has been in delivering regulation during the coronavirus (COVID-19) pandemic? By stakeholder group**



Base: all, as indicated

Category B stakeholders were more likely than category C stakeholders to say that the ONR has been either effective in delivering regulation during the coronavirus (COVID-19) pandemic (84% vs. 62%).

**Figure 27. How effective or not do you think the ONR has been in delivering regulation during the coronavirus (COVID-19) pandemic? By stakeholder category**



Base: all, as indicated

The majority of ONR stakeholders spoke positively of the ONR’s response to the coronavirus (COVID-19) pandemic. In particular, stakeholders refer to the strong relationship between ONR and its stakeholders, maintaining positive working relationships throughout.

*“ONR’s response to the COVID-19 pandemic has been admirable. ONR seems to have struck the right balance between nuclear safety risk, societal needs and ALARP.”*

*“We have worked successfully and continue to work in partnership with ONR during this COVID pandemic.”*

*“My experience has been positive and there is a constructive relationship between the two teams.”*

Stakeholders also mentioned the ONR’s capability to adapt to the coronavirus (COVID-19) pandemic, including establishing new ways of working.

*“Adapted to new ways of working to maintain schedules of delivery as far as practicable.”*

*“Excellent balance of trusting duty holders (based on history) but expecting post hoc justifications, limiting site visits but still making visits as necessary (e.g. for enforcement investigations) and adopting alternative ways of communicating and engaging.”*

A key aspect of adapting to the coronavirus (COVID-19) pandemic has been the shift to working remotely and conducting meetings online. Many found meetings via Skype and Teams an effective way of communicating and engaging.

*“We have had numerous engagements via Skype and Teams. These have improved over time, and our ways to manage time and participants has varied to suit the subjects, priorities and available information.”*

*“ONR moved well to working remotely but continuing engagement with the licensee. Also, ONR have been open to being flexible to communication methods.”*

*“ONR has adapted well and online workshops and meetings have been surprisingly effective.”*

*“The introduction of video conferencing to meet with ONR has helped greatly when it has not been possible to meet in person. Seeing a face is almost as effective as meeting in person. ONR have been supportive in the difficulties faced by operators to try to return to a form of normal business and are driving and are open to alternative approaches which are more COVID-19 friendly.”*

However, among a few stakeholders, there was a sense that virtual meetings were not always effective, with one citing that they can be over-burdensome. There was also a sense among a few stakeholders that face-to-face conversations were still preferable.

*“Audits via Teams over-burdensome, no thought for how much time was taken up.”*

*“Not so well - large number of ONR members joint virtual intervention calls driving costs.”*

*“Contact with ONR Inspectors has continued via IT platforms and telephone calls. I think we've missed some of the real benefits from being able to have less formal face-to-face conversations on-site e.g. sharing of 'intel' and discussing matters of mutual interest but will pick them back up when we're back to our sites in the future.”*

*“They have done a really good job during the pandemic but nothing is better than a face-to-face conversation to manage and regulate.”*

A number of stakeholders reported on their experiences of on-site engagement, noting that there has been a necessary reduction due to the pandemic. There is a sense however that this has not been catastrophic to ways of working.

*“ONR onsite attendance has reduced significantly but, has not resulted in catastrophe - if this is the case, question if needed. Utilisation of Licensees own resource has been a positive move which needs to be sustained. Some confusion between HSE and ONR on who doing what. In general, assessment have progressed to plan which is positive.”*

*“ONR's restrictions on attending site have clearly reduced visibility, but through effective relationships with site Independent Oversight teams ONR have managed to continue a number of their intervention plans.”*

Many stakeholders spoke highly of remote inspections, noting that they have been 'surprisingly effective' during the coronavirus (COVID-19) pandemic. There was also a sense that the ONR had a good grasp of when on-site presence was necessary and when visits would be conducted remotely.

*“Very positive. Initial approach was very clear and directive, ensuring robust plans in place. Planned visit to site was still held but more focused to ensure minimal impact on our staff. They also shared information and findings with the EA, which again reduced the burden on our staff.”*

*“Good open dialogue with remote inspections carried out combined with essential site visits. It has been handled as well as could have been expected.”*

*“The ONR has engaged with the site here and adopted a pragmatic approach to on-site presence vs. remote intervention. The off-site reporting has led to extra work but generally low amounts and the requirement for communication is understandable.”*

*“Remote inspections have been surprisingly effective and certainly efficient with the operators. In time though physical presence will be needed to 'triangulate' their findings and to provide context.”*

However, a couple of stakeholders spoke less positively about the approach to on-site visits.

*“Should have returned to sites much sooner to visibly be seen to conduct Regulatory activities.”*

*“Still wanted to come to site to carry out unnecessary trial inspections.”*

Overall, there was a sense that the ONR had continued to provide clear guidance and communicate effectively throughout the pandemic, maintaining an open approach to communication.

*“Provided clear guidance as to operating requirements and support to understand impacts of COVID-19 on our operations.”*

*“My experience has been very positive - ONR have supported the site and have taken a pragmatic view of what can / cannot be achieved. Both the site and ONR have communicated intentions and methods clearly thus creating a "no surprises" context. This open and honest approach to dialogue continued through 2020 into 2021 with good use being made of electronic communication tools.”*