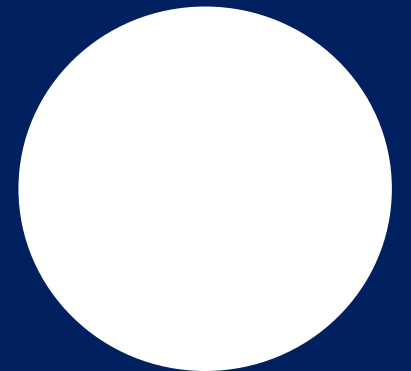
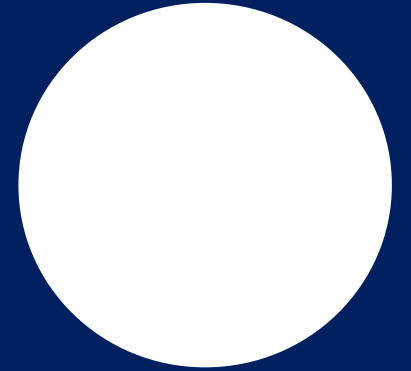

ONR Annual Stakeholder Research

Report 2022



Office for
Nuclear Regulation



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Background

The Office for Nuclear Regulation (ONR) is responsible for regulating nuclear safety, security, safeguards and the transport of radioactive materials, across Great Britain.

ONR commissioned Savanta ComRes to undertake its Stakeholder Perceptions Research in 2022. The aim of this research is to:

- Measure the experience, attitudes and perceptions of ONR stakeholders, helping to track progress and provide guidance on what actions and strategies ONR should adopt
- Create a holistic understanding of stakeholders' views on key metrics and where to focus on for operational improvement and engagement
- Measure how the perceptions stack up against ONR's new strategic vision
- Understand stakeholder requirements and pinpoint what ONR could be doing more of / doing better to meet these needs
- Provide a benchmark view against other public bodies / regulators

Methodology: Quantitative

ONR stakeholders were surveyed online between Monday 31st January and Friday 4th March 2022.

365 respondents took part from a database of 1,383 contacts, representing a response rate of 26%.

Comparisons at an overall level are made with the 2021, 2019 and 2018 ONR stakeholder surveys previously conducted by YouGov. The 2021 survey was conducted between 14th January and 4th February 2021. The 2019 survey was conducted between 23rd October and 22nd November 2019. The 2018 survey was conducted between 11th October and 9th November 2018.

Differences are highlighted between sub-groups where they are statistically significant ($p < 0.05$). Although responses may appear to shift over time, due to different sample sizes these are often not significant enough to report on.

Percentages may not add up to 100% due to rounding. NET percentages are created by adding the two underlying numbers and dividing by the base total, not a sum of the percentages on the chart.

Sample breakdown

Stakeholder group

Academics/Professional Institute/Trade Bodies	21
Government Depts/Agencies/Public Bodies	46
Industry (Req parties/supply chain/tech consultants/contractors/PBO)	9
Interested Groups/Individuals	18
International	11
Licensees/Authorised sites	229
Local	10
Other dutyholders (transport/SSAC)	21

Stakeholder rating

A	51
B	106
C	191
D	17

Methodology: Qualitative

16 in-depth interviews were conducted with ONR stakeholders between Thursday 3rd March and Friday 29th April 2022.

Each interview was around 40 minutes in length and followed a structured discussion guide with stakeholders who opted into the qualitative phase through the survey.

The original target was an even split between Other dutyholders, Licensee, and Government, agency and public body stakeholders. In the end, 5 additional interviews were conducted with Licensees due to low uptake among Other dutyholders, meaning a total sample of 10 Licensees, 5 Government, agency and public body stakeholders and 1 Other dutyholder. Analysis by stakeholder group is conducted by **Licensee** stakeholders, and **Government, agency and public body stakeholders**.

Analysis reflects the larger number of Licensees interviewed and ensures equal weight is afforded to stakeholder groups with smaller qualitative samples.

Sample breakdown

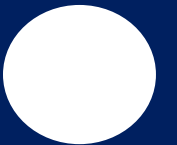
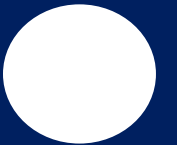
Stakeholder group

Government Depts/Agencies/Public Bodies	5
Licensees/Authorised sites	10
Other dutyholders (transport/SSAC)	1

Stakeholder rating

A	4
B	6
C	6

Executive summary



Executive summary

Knowledge and advocacy

Stakeholders have a **strong understanding of ONR's role and purpose**, and this has remained consistent over the years. The vast **majority of stakeholders are confident** that ONR is delivering on its mission to protect society by securing safe nuclear operations.

Performance

ONR is generally seen as **robust and trustworthy**, but has more to do to be better viewed as fast-moving or adaptable. In particular, ONR is seen as **professional, independent, trustworthy and constructive**. Many stakeholders **praise ONR's ability to fulfil its role** despite a complex stakeholder and technical environment.

Influence

Most stakeholders say ONR has a **positive impact** on public safety, nuclear security culture and individual licensees' security cultures. ONR is **not particularly likely to be seen as agile or enabling innovation**. However, many stakeholders acknowledge that ONR's lack of flexibility is **driven by the industry** in which it operates, and some even praise the extent to which ONR can be flexible within this brief.

Of the four key principles from ONR's *Approach to regulating innovation*, stakeholders are most likely to say that ONR is currently working **collaboratively**. This is followed by being adaptable and responsive to its environment and the needs of others, and that ONR is enabling, accessible, open-minded and provides stimulating challenge. Stakeholders are **least likely to say that ONR currently horizon scans** to better understand future demands and technologies.

Executive summary

Ways of working

ONR does very well at **building working relationships**, and particularly so among the highest-priority stakeholders, with direct contact driving these relationships. However, **less than half of stakeholders** see ONR as avoiding imposing unnecessary regulatory burdens.

Engagement

ONR is generally seen to **do well at listening to and seeking feedback** from stakeholders, and engaging them on its priorities and plans, although this sentiment is not universal. Stakeholders praise inspectors and the **site stakeholder group system**, but a notable minority only see a **small amount** of engagement.

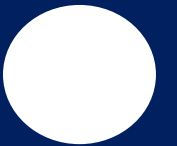
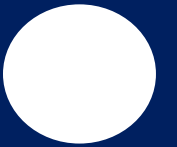
Information, advice and guidance

Two thirds of stakeholders say that ONR provides the right amount of information, guidance and advice. This is a **crucial driver of positive scores** more generally, and so should be a priority area for ONR.

ONR's future

Half of stakeholders are confident in ONR's current capabilities, but this drops when looking to the future, driven heavily by **concerns around resourcing and skills availability** at ONR. According to stakeholders, the top priorities for ONR in the next 12 months are **management of ageing facilities, enabling innovation** across the nuclear industry and **improvements in safety and security leadership** across industry. Ultimately, most stakeholders see ONR as providing **good value for money**, given the context of the financial make-up and nature of the nuclear sector.

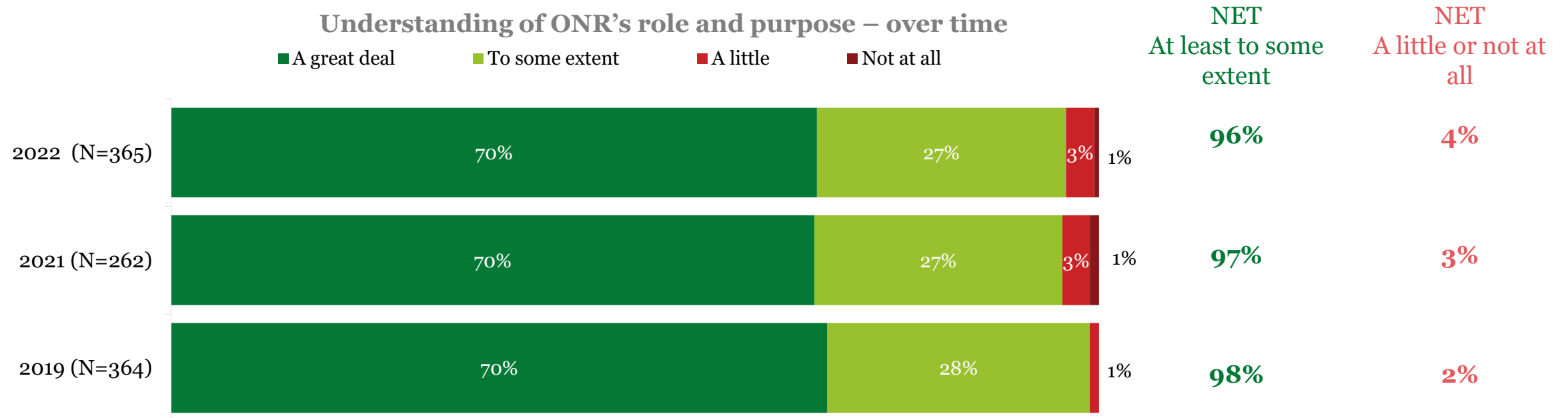
Knowledge and advocacy



Summary: Knowledge & Advocacy

- Stakeholder **understanding of ONR's role and purpose** has remained steady over the last three years, where seven in ten (70%) in 2022 say they understand it a great deal.
- Over nine in ten (93%) stakeholders are **confident that ONR is delivering on its mission** to protect society by securing safe nuclear operations.
- Generally, stakeholders are positive about ONR, describing the organisation as **trusted, professional and reliable**, although it is seen as less influential than the NDA and EDF in the sector.
- Communication from ONR (particularly ONR providing information, advice and guidance) is a key driver of confidence. Those who say they receive too little information, guidance and advice from ONR are more likely to say they only understand ONR's role and purpose **a little or not at all**, and are more likely to be **not confident** in ONR delivering on its mission.

Stakeholder understanding of ONR's role and purpose has remained steady over the last three years



Almost all (96%) stakeholders in 2022 say they understand ONR's role and purpose to at least some extent, with seven in ten (70%) saying they understand it a great deal, similar to 2021 and 2019.

Those who say they receive too little information, guidance and advice from ONR are more likely to say they understand ONR's role and purpose a little or not at all (5%), compared to those who say they receive the right amount (less than 1%).

When asked to describe ONR in a few words or phrases, stakeholders are largely positive, stating ONR is trusted, professional and reliable, and all would share the same opinion both publicly and privately

Stakeholders tend to describe ONR as **trusted, professional and reliable**, where licensees tend to refer to interactions with inspectors, and ONR's valued overall role as a regulator.

Certainly with our local regulator I've had quite a serious disagreement just before Christmas and it was really professionally handled from their side of it. I ultimately disagreed with their finding but they were fair and consistent and explained the decision making.

Licensee stakeholder

Dependable. Reliable... I would share that view publicly [and] I have done in response to PQ's and ministerial responses.

Government, agency and public body stakeholder

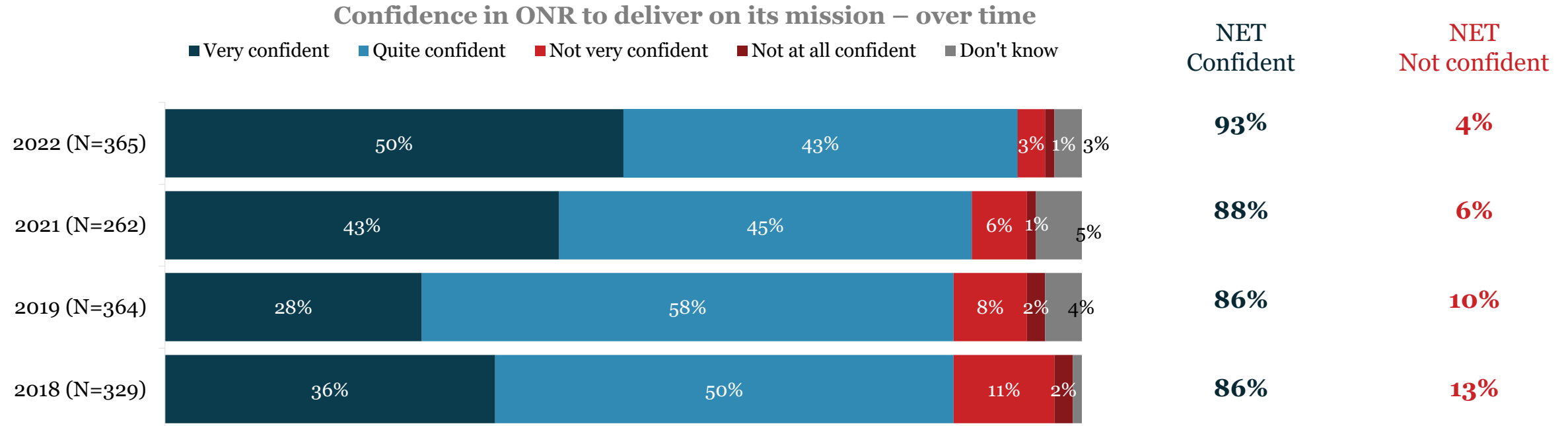
Very professional, very transparent, very helpful. It's a constructive regulation.

*Proportionate
Licensee stakeholder*

Highly technical.

Government, agency and public body stakeholder

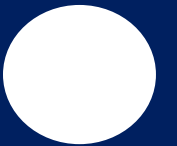
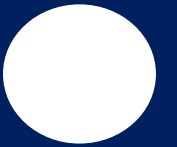
Nine in ten stakeholders are confident that ONR is delivering on its mission to protect society by securing safe nuclear operations



Over nine in ten (93%) stakeholders say they are confident in ONR to deliver on its mission to protect society by securing safe nuclear operations. There is a year-on-year increase in confidence, as well as a decline in those who say they are not confident: while over one in ten (13%) in 2018 said they were not confident in ONR to deliver on its mission to protect society by securing safe nuclear operations, this has reduced to less than in one in ten (4%) in 2022.

Almost all (98%) of those who say they receive the right amount of information, guidance and advice from ONR say they are confident in ONR to deliver on its mission, significantly higher than the proportion who say they receive too little and are confident in ONR to deliver on its mission (79%).

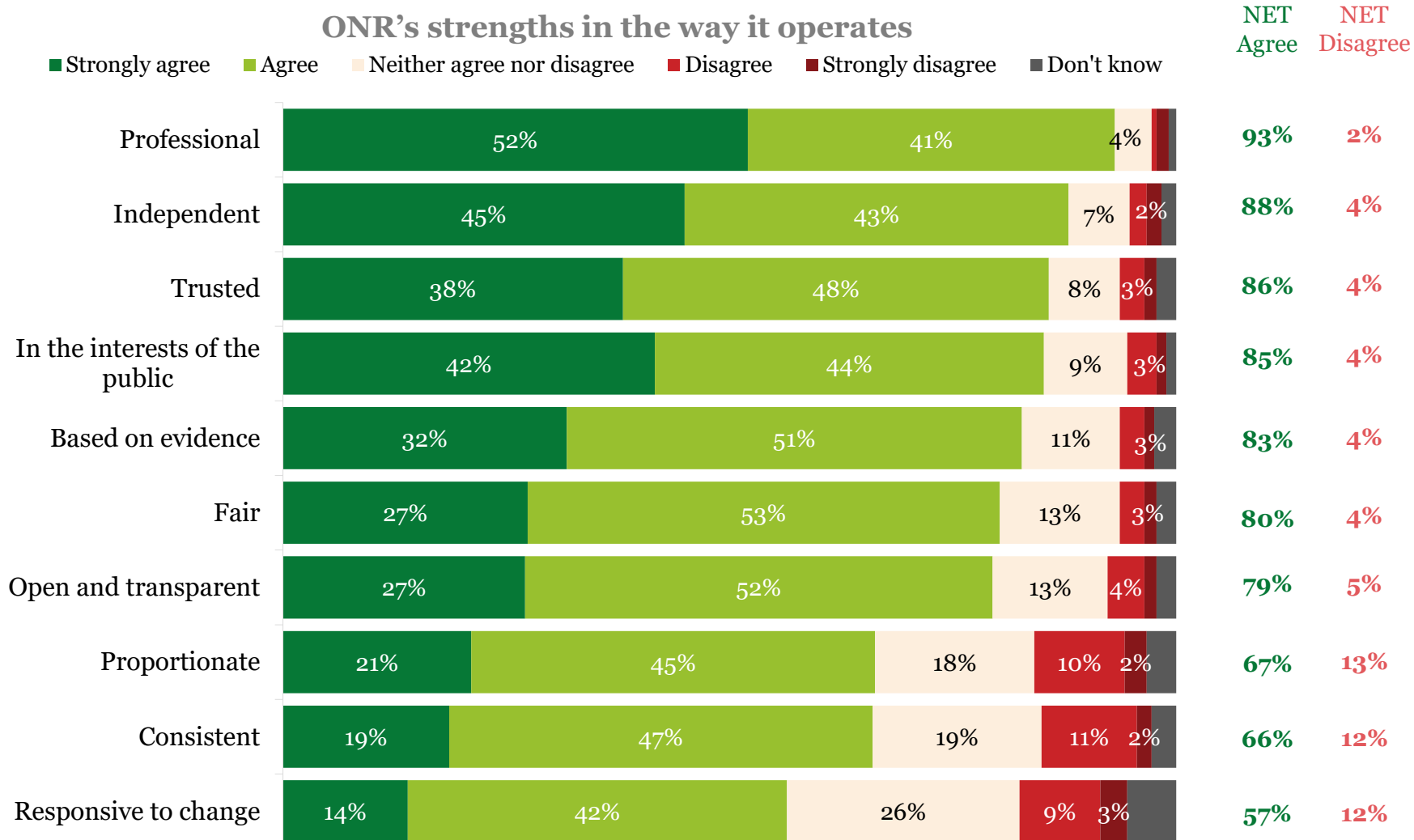
ONR's performance



Summary: ONR's Performance

- ONR is generally seen as robust and trustworthy, but has more to do to be better viewed as fast-moving or adaptable. Stakeholders are *most likely* to say ONR operates in a way that is **professional** (93%), **independent** (88%) and **trusted** (86%), and *least likely* to say that ONR is **responsive to change** (56%). The proportion of stakeholders saying ONR is **professional, independent** and **trusted** has either stayed the same or increased since last year, and even agreement that ONR is **responsive to change** has increased by 7 percentage points since 2021.
- These sentiments are echoed in the qualitative interviews, where stakeholders describe ONR as professional, proportionate and constructive. **ONR is seen to fulfil its core role despite a complex stakeholder and technical environment.**
- Level of satisfaction with **the amount of information, guidance and advice the ONR provides** is impacting stakeholders' perception of ONR's performance. Those who say they receive the right amount are *consistently more likely* than those receiving too little to agree with all the statements in respect to how the ONR operates and are more likely to say the ONR has been effective at delivering regulation during the COVID-19 pandemic.

Around nine in ten stakeholders agree that ONR is professional and independent



Around nine in ten stakeholders agree ONR operates in a way that is **professional** (93%) or **independent** (88%), and under nine in ten say ONR is **trusted** (86%). In contrast, approaching three in five (57%) agree ONR is responsive to change and one in ten (12%) disagree.

Across all statements, those who say they receive the right amount of information, guidance and advice from ONR are statistically more likely to agree that ONR operates in these ways, compared to those who say they receive too little.

Stakeholders describe ONR as professional, fundamental and constructive, while Government, agency and public body stakeholders in particular consider ONR as a sound organisation

According to most **Licensee** stakeholders interviewed, ONR is **professional, pragmatic, proportionate, constructive**. **Government, agency and public body** stakeholders all have a positive impression and opinion of ONR. Overall ONR is viewed to fulfil its core and essential role as a safety and environmental regulator, maintaining professionalism within a complex stakeholder and technical environment.

I think ONR hit a really good balance of being very open but at the same time, being very clear about the signs and their remit and they don't tend to deal in shades of grey, which I think is good. For example, in site stakeholder meetings, where there's quite a lot of animosity to the nuclear site, I would say that ... the professionalism was there and they just stated the facts.

Government, agency and public body stakeholder

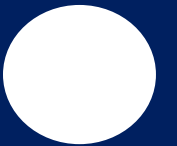
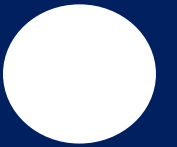
I would largely describe them as a competent and trustworthy organisation. I do believe they act in the best interests of the British public. I do view them as impartial. There are elements of the regulatory approach that can seem heavy-handed at times or perhaps unnecessary. But, I think that's probably a minor gripe. I think the overall view is that they do a pretty good job.

Licensee stakeholder

Very professional. I think that the interface with the regulators is excellent. I think through the site stakeholder groups, the regulators that attend the regular meetings provide reassurance and are able to answer any questions raised by the members of the public and I think that's absolutely vital.

Licensee stakeholder

ONR's influence

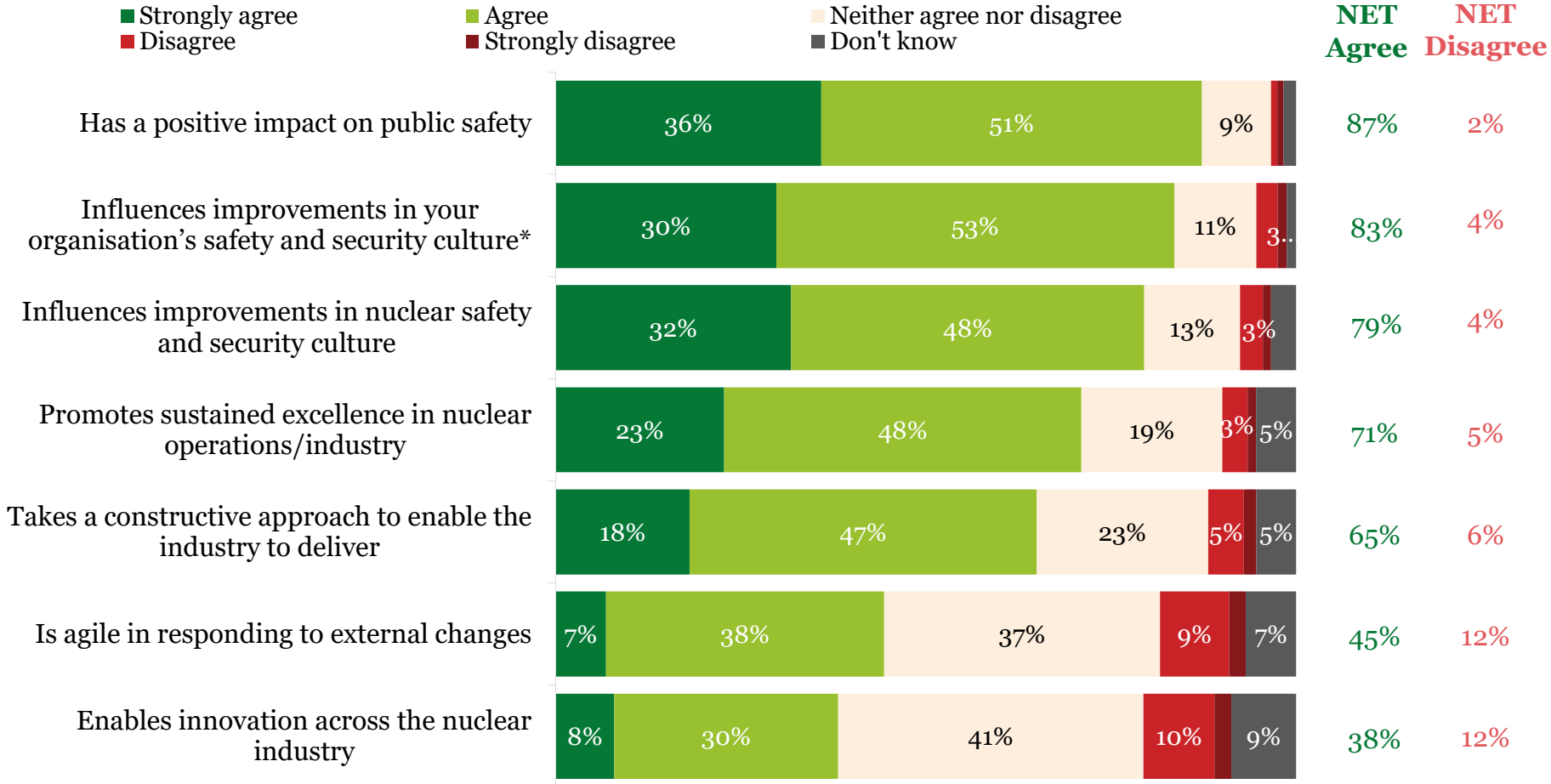


Summary: ONR's Influence

- Most stakeholders say ONR has a **positive impact on public safety** (87%), with around four in five saying the ONR **influences improvement in safety and security culture** both in **their organisation** (83%) and **the nuclear industry** as a whole (79%).
- Stakeholders are *least likely* to say ONR **enables innovation across the nuclear industry** (38%) and one in ten *disagree* ONR is **agile in responding to external changes** or **enables innovation across the nuclear industry** (both 12%).
- Amount of information from ONR continues to be a deciding factor. Across all statements around influence, those who say they **receive the right amount of information, guidance and advice** from ONR are *statistically more likely to agree* that ONR influences in these ways, compared to those who say they receive too little.
- Of the four key principles tested, stakeholders are *most likely* to say that ONR is currently **working collaboratively** (84%) to at least some extent. The majority also say that, to some extent, ONR is **adaptable and responsible to its environment and the needs of others** (72%) and **enabling, accessible, open-minded and provides stimulating challenge** (71%). However, stakeholders are *less likely* to say that ONR currently **horizon scans to better understand future demands and technologies to at least some extent** (54%).

Approaching nine in ten stakeholders agree ONR has a positive impact on public safety, while just two in five agree it enables innovation across the nuclear industry

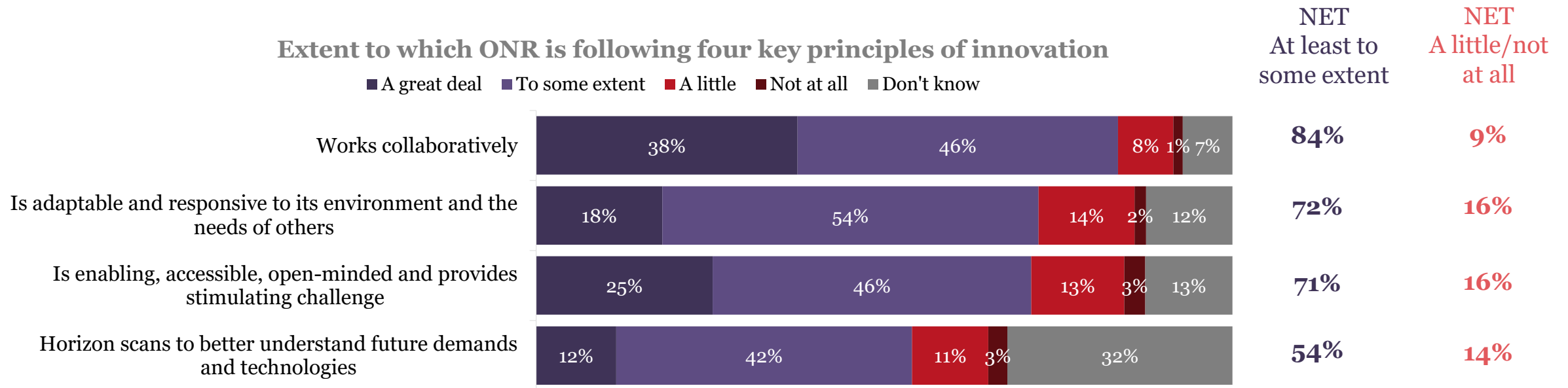
ONR's influence



Almost nine in ten (87%) stakeholders say ONR has a positive impact on public safety, followed by four in five who say it influences improvement both in their organisation's (83%) and nuclear (79%) safety and security culture.

Only two in five (38%) agree ONR enables innovation across the nuclear industry. One in ten disagree ONR is agile in responding to external changes and enables innovation across the nuclear industry (both 12%).

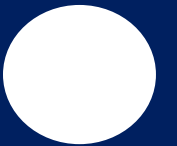
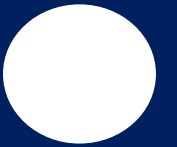
Regarding innovation, more than four in five stakeholders say ONR works collaboratively to at least some extent, while in contrast just over half say it horizon scans to better understand future demands



More than four in five (84%) stakeholders say ONR works collaboratively to at least some extent, followed by seven in ten who say ONR is adaptable and responsive to its environment and the needs of others (72%) and is enabling, accessible, open-minded and provides stimulating challenge (71%). Only just over half (54%) say that ONR currently horizon scans to better understand future demands and technologies to at least some extent.

Across all statements, those who say they receive the right amount of information, guidance and advice from ONR are statistically more likely to agree that ONR follows these four principles to at least some extent, compared to those who say they receive too little.

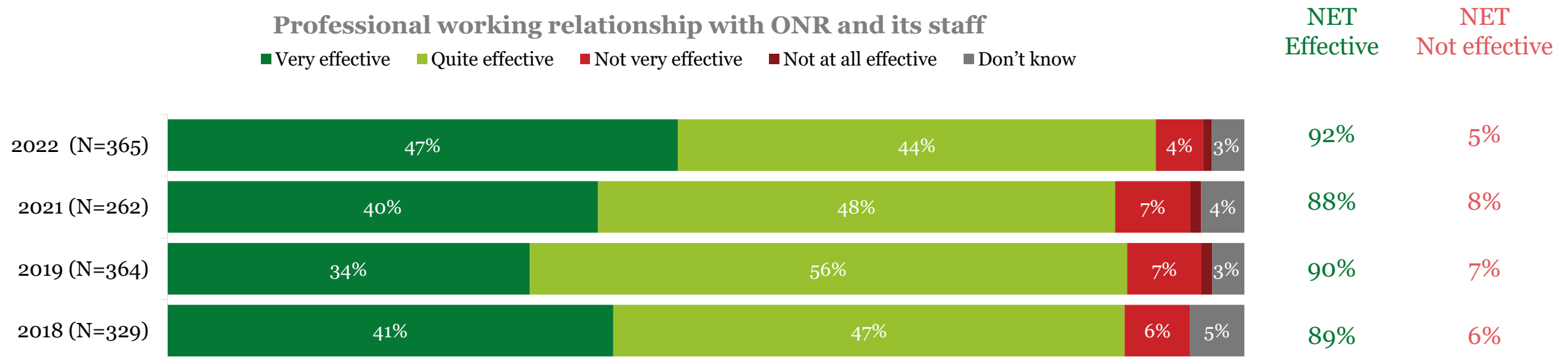
Ways of working



Summary: Ways of Working

- ONR does very well at building working relationships. Stakeholders' view on their working relationship with ONR is **at its highest since 2018**, with over nine in ten (92%) saying they have a professional working relationship with ONR and its staff.
- Stakeholders cite direct contact, such as with site inspectors and other ONR contacts, as **driving strong working relationships**.
- Since 2018, the proportion of stakeholders who say **ONR avoids imposing unnecessary regulatory burdens has fallen** from over half (52%) to 45%. However, the consensus amongst stakeholders that the ONR has efficient ways of working has remained steady (41%).

Nine in ten stakeholders say their professional working relationship with ONR is effective, with almost half of those saying it is very effective



Stakeholders' view on their working relationship with ONR has risen to its highest level at 92% effective, an increase from 88% in 2021. Almost half (47%) say their working relationship with ONR is very effective, seven percentage points up from 2021 (40%).

Those stakeholders who say they receive the right amount of information, guidance and advice from ONR are more likely than those who receive too little to say their working relationship with ONR is effective (96% vs. 88%). Conversely, those who say they receive too little information, guidance and advice from ONR are five times more likely than those who say they receive the right amount that their working relationship with ONR and its staff is not effective (10% vs. 2%).

Amongst those interviewed, stakeholders have strong working relationship, citing direct contact such as site inspections and contacts at ONR

Stakeholders tend to say they are either reasonably or very familiar with ONR, where **Licensee** stakeholders mention regular site inspections, acting as a topic lead for ONR's workstreams, or being the single point of contact with ONR on behalf of their organisations.

Government, agency and public body stakeholders refer to direct senior contacts at ONR, memorandums of understanding, liaising closely on policies and processes such as enforcement and benchmarks, as well as site inspections.

No stakeholders mention indirect communications, such as newsletters, website content, etc.

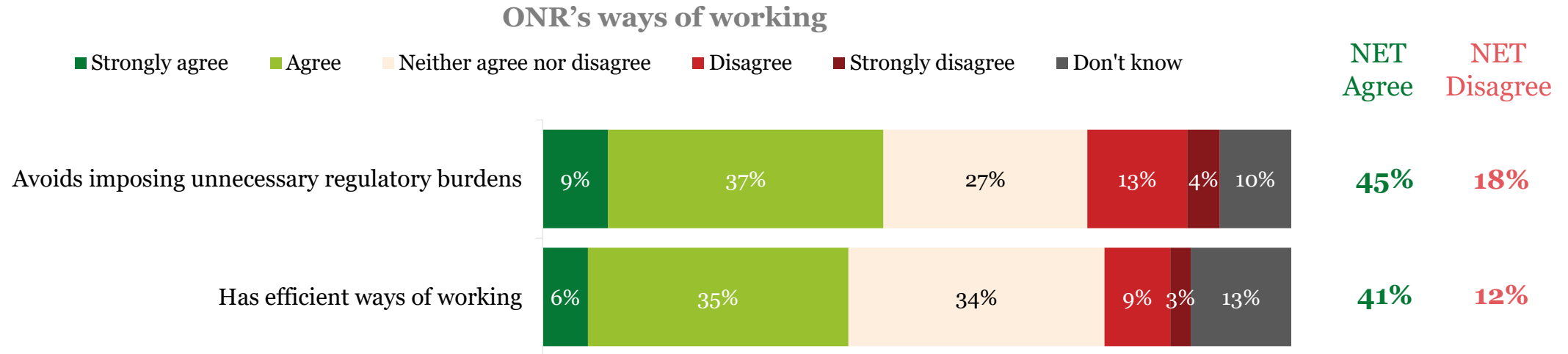
I've worked **closely with colleagues in ONR** for many years. As you may have learned from other sources, we have a memorandum of understanding, which requires us to work together.

Government, agency and public body stakeholder

I probably have **four or five formal inspections a year** and speak to my local inspector probably at least a fortnight. More often than that if I've done something wrong. But about once a fortnight plus probably bimonthly inspections.

Licensee stakeholder

Under half of stakeholders agree ONR avoids imposing unnecessary regulatory burdens, and two in five agree it has efficient ways of working

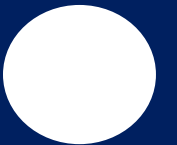
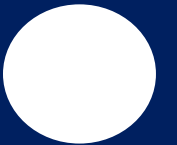


Under half (45%) of stakeholder agree ONR avoids imposing unnecessary regulatory burdens, and one in five (18%) disagree. Almost three in ten (27%) stakeholders say they neither agree nor disagree, and one in ten (10%) say they don't know.

Two in five (41%) stakeholders agree ONR has efficient ways of working, where one in ten (12%) disagree. A third (34%) say they neither agree nor disagree, and over one in ten (13%) say they don't know.

Those who say they receive the right amount of information, guidance and advice from ONR are more likely than those who say they receive too little that ONR avoids imposing unnecessary regulatory burdens (56% vs. 28%) and has efficient ways of working (50% vs. 19%).

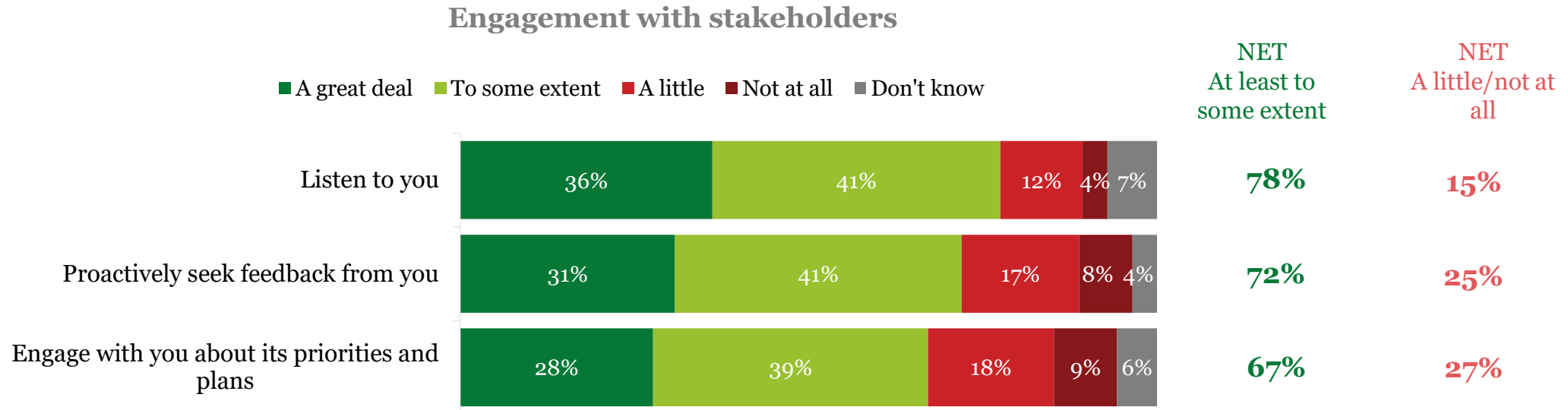
Engagement



Summary: Engagement

- ONR is seen to do well at engaging with stakeholders, although this is not universal. Over seven in ten stakeholders say ONR **listens to them** (78%) and **proactively seeks feedback from them** (72%) *at least to some extent*. Two thirds (67%) say ONR **engages with them about its priorities and plans** *at least to some extent*, however more than a quarter (27%) say ONR only engages with them about their priorities and plans *a little or not at all*.
- Generally speaking, stakeholders are positive about ONR's engagement, particularly praising the **local inspectors and site stakeholder group system**. However, there is also room for improvement when it comes to working with other regulators and engaging with the wider public.
- Stakeholder sentiment around whether ONR listens to them has **remained steady** over recent years, but there has been a slight increase in the number of stakeholders saying ONR – to at least some extent - **proactively seeks feedback from them** (2022, 72%; 2018, 69%) and **engages with them about its priorities and plans** (2022, 67%; 2018, 59%).

Three quarters of stakeholders say ONR listens to them to at least to some extent, compared to two thirds who say ONR engages with them about its priorities and plans



Four in five (78%) stakeholders say ONR listens to them at least to some extent, followed by seven in ten (72%) who say ONR proactively seeks feedback from them. While two thirds (67%) say ONR engages with them about its priorities and plans to some extent, more than a quarter (27%) say ONR engages with them about this a little or not at all.

Government, agency and public body stakeholders are twice as likely as Licensees or authorised site stakeholders to say ONR listens to them only a little or not at all (24% vs. 12%). Similarly, Government, agency and public body stakeholders are more likely than Licensees or authorised site stakeholders to say ONR engages with them on its priorities and plans a little or not at all (43% vs. 27%).

Stakeholders interviewed were positive about ONR's engagement, praising the local inspectors on the strengths of the site stakeholder group system, however others mentioned room for improvement

Stakeholders largely state that engagement with ONR is good, with **Licensees** particularly focusing on local inspectors and **Government, agency and public body** stakeholders saying there is a good two-way dialogue:

I can only speak personally and I find them very good. They'll write to me. If it's a bad one they'll write me. If it's a discussion, it's a discussion. Sometimes it's an email exchange. But I can only talk about the local inspectors I've dealt with.

Licensee stakeholder

My perspective is that they're really very, very good, so as a man on the street, I subscribe to all of the email newsletters and what have you, and they're good, and their website is okay, and better than most government departments. I think they do a grand job of that, and then in the day job, they're easy to get hold of, they're always willing to engage in conversations and participate. Another thing they do well is, each site has site stakeholder groups which are local liaison groups and the operator meets with the local community through that mechanism, and the regulator usually comes along and, kind of, gives a regulator's perspective. I think it's one of their strengths, actually.

Government, agency and public body stakeholder

Those who say there is room for improvement suggest ONR being a little more outward, collaborating with other regulators for example. Two **Licensee** stakeholders cite their respective difficult relationships with inspectors: one saying that their seniors would prefer to liaise with inspectors, and another describing ONR as having a lack of proportionality, being inconsistent, and having poor communication.

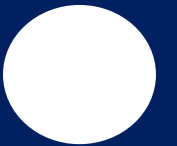
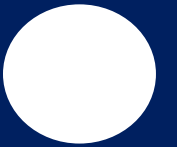
They could work more with other regulators, not just the Environment Agency but other regulators as well. But we've seen some improvements on that front. We have a UK health and safety regulators network where a whole bunch of health and safety regulators come together.

Government, agency and public body stakeholder

Well, I think the challenge they've got is that frankly, they have too many inspectors which are stuck in the past. And if they're not capable to make the change from a prescriptive regime to an outcome focus one based on judgement, then I'm afraid they need to go.

Licensee stakeholder

Information, advice and guidance



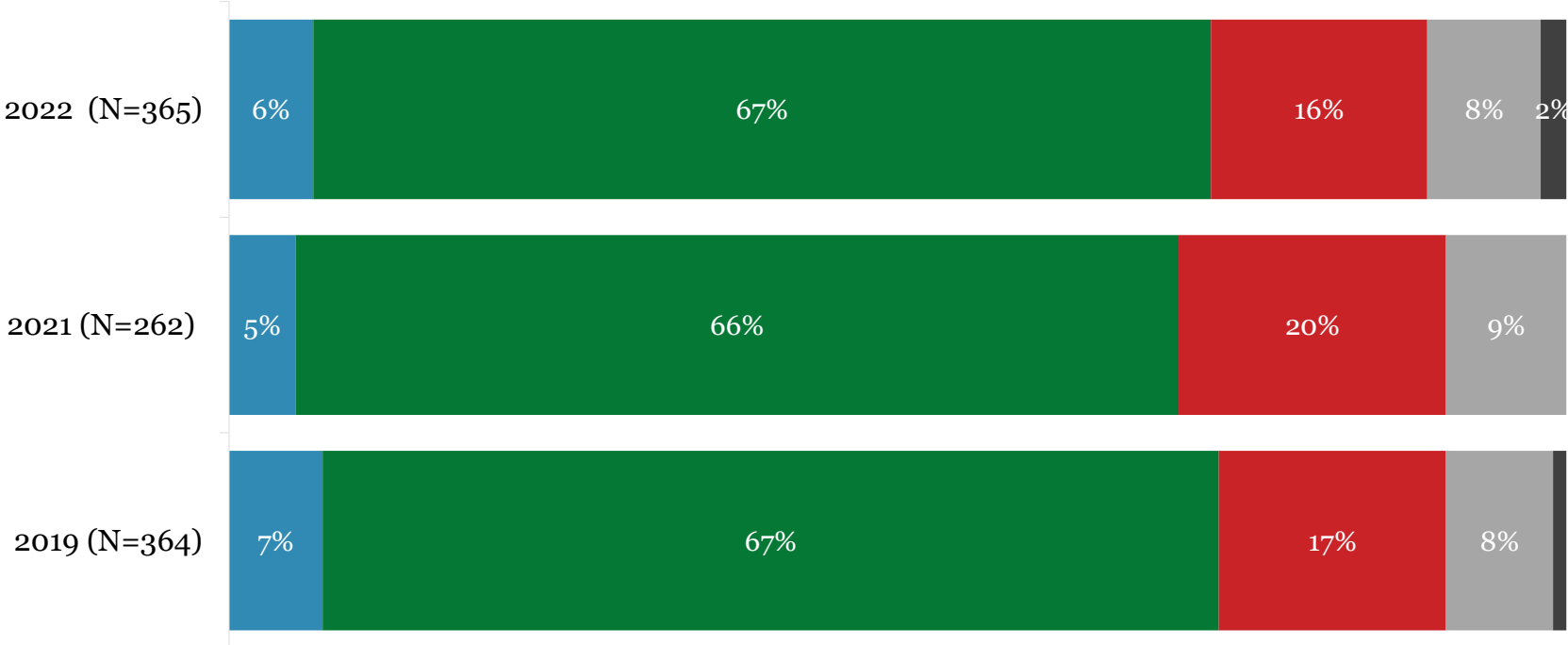
Summary: Information, advice and guidance

- Stakeholder sentiment with respect to **ONR's information, guidance and advice** has remained steady in recent years, where in 2022 two thirds (67%) say ONR provides the right amount, and less than one in five (16%) say ONR provides too little. ONR providing the right amount of information, guidance and advice is a crucial driver of positive scores more generally, and so this should be a priority area for the organisation.
- Over four in five stakeholders say the information, guidance and advice provided is at least to some extent clear (84%), accessible (82%) and consistent (81%).
- Licence holders who say they receive **too little** information, guidance and advice from ONR are **eleven times more likely** to say the written information, guidance and advice helps them a little or not at all to understand and meet their responsibility to comply with Licence Conditions and other legislation, compared to those who say they receive **the right amount of information** (22% vs. 2%).

Two thirds of stakeholders think ONR provides the right amount of information, guidance and advice

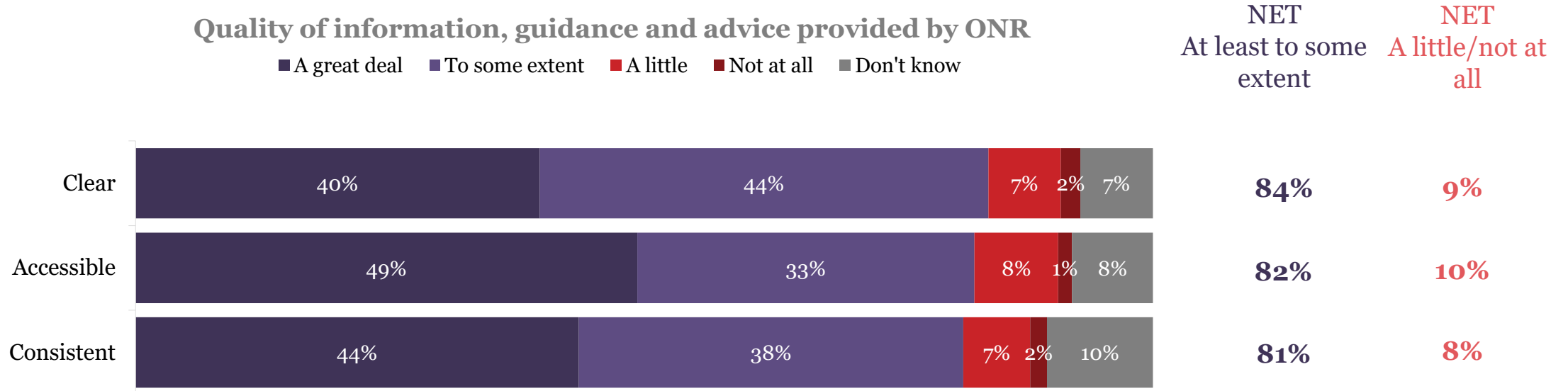
Amount of information, guidance and advice provided by ONR

■ Too much ■ The right amount ■ Too little ■ Don't know ■ Not applicable



Stakeholder sentiment with respect to ONR’s information, guidance and advice has remained steady in recent years, with around two thirds (66%-67%) saying ONR provides the right amount, while around one in five continue to say ONR provides too little (16%-20%).

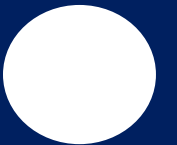
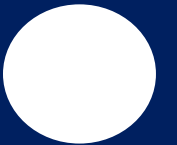
Over four in five stakeholders think ONR's information, guidance and advice is clear, accessible or consistent



Over four in five stakeholders say the information, guidance and advice provided is at least to some extent clear (84%), accessible (82%) and consistent (81%).

Stakeholders who say they receive the right amount of information, guidance and advice from ONR are more likely to say that this is at least to some extent clear, accessible and consistent, (96%, 94%, 90%), in contrast to those who say they receive too little (69%, 57%, 74% respectively).

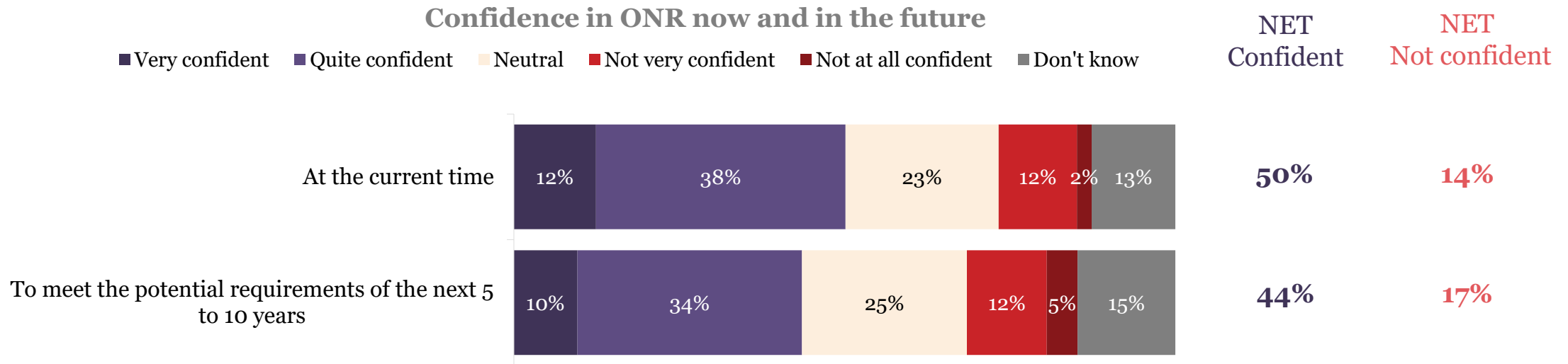
ONR's future



Summary: ONR's Future

- Half (50%) of stakeholders are confident that ONR has the resources and capabilities now to deliver its functions **now**. Confidence is lower in the future; 44% are confident that the ONR will meet the potential requirements of **the next 5 to 10 years**, whereas around one in six say they are not confident (17% respectively).
- Lower confidence in ONR's ability to deliver its functions in the future appears to be driven heavily by concerns around **resourcing issues**, including availability of Suitably Qualified and Experienced People (SQEP) and succession planning.
- According to stakeholders, the top three priorities for ONR's Chief Executive and Chief Nuclear Inspector in the next 12 months are:
 - **Management of ageing facilities** across the nuclear estate (25%)
 - Enabling **innovation** across the nuclear industry (14%)
 - Improvements in **safety and security leadership** across industry (12%)
- Ultimately, **most stakeholders see ONR as providing good value for money**, given the context of the financial make-up and nature of the nuclear sector.

Half of stakeholders are confident that ONR has the resources and capabilities to deliver its functions now, dropping slightly to over two in five who are confident for potential requirements in the next 5 to 10 years



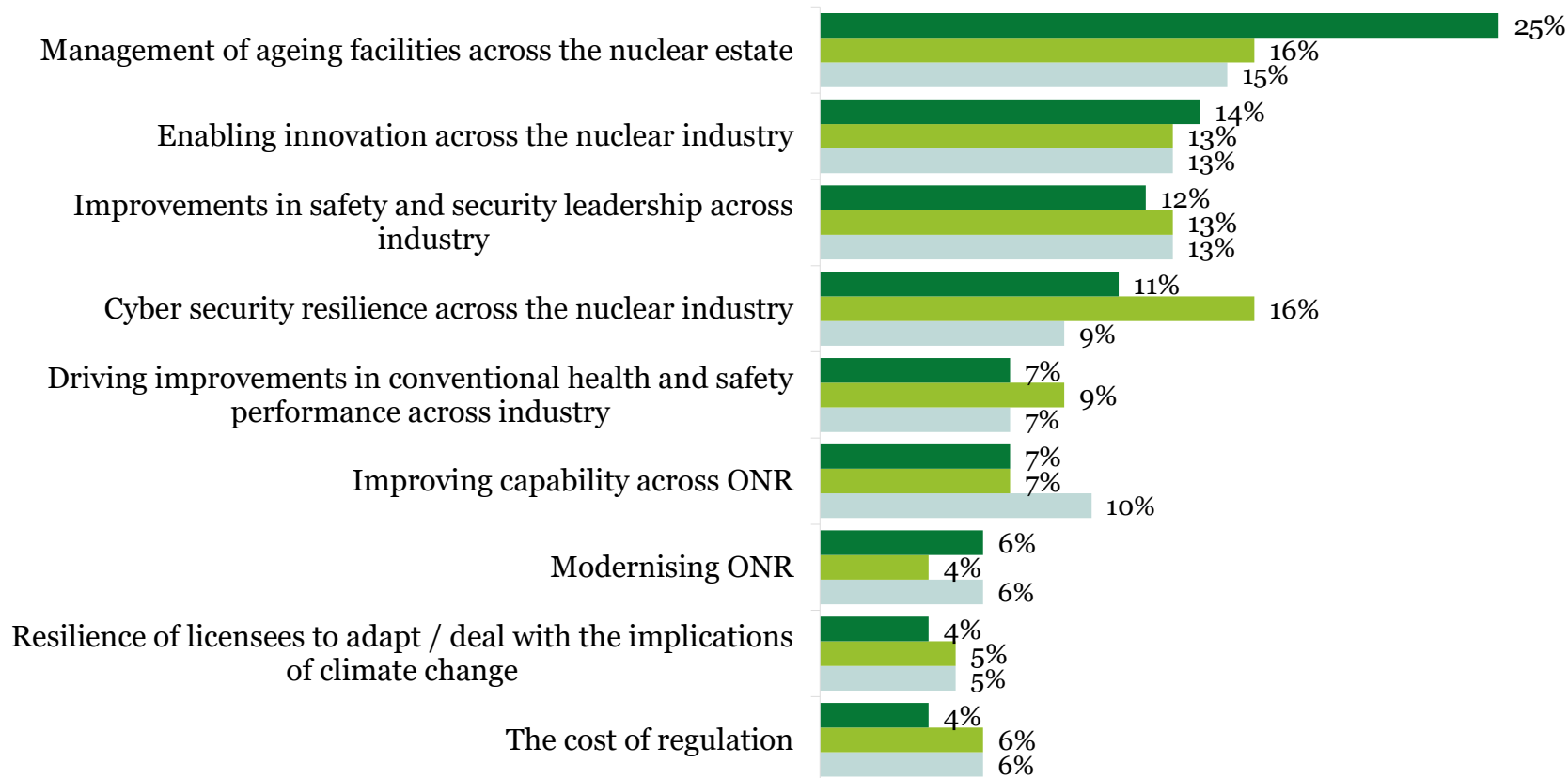
Half (50%) of stakeholders are confident that ONR at the current time has the resources and capabilities to deliver its functions now, and more than two in five (44%) are confident that the ONR will meet the potential requirements of the next 5 to 10 years. A quarter are neutral for both statements (23% and 25% respectively), and around one in six say they are not confident (14% and 17% respectively).

Stakeholders who say they receive too little information, guidance and advice from ONR are more likely to say they are not confident that ONR has the resources and capabilities to deliver its functions now (26% vs. 10%) and to meet potential requirements of the next 5 to 10 years (31% vs. 13%) compared to those who say they receive the right amount.

A quarter of stakeholders say management of ageing facilities across the nuclear estate should be the top priority for ONR's Chief Executive and Chief Nuclear Inspector in the next 12 months

Top priorities for ONR's Chief Executive and Chief Nuclear Inspector in the next 12 months

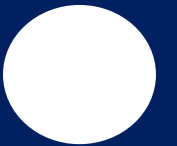
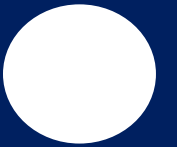
■ Rank 1 ■ Rank 2 ■ Rank 3



A quarter (25%) of stakeholders say management of ageing facilities across the nuclear estate should be the top priority for ONR's Chief Executive and Chief Nuclear Inspector in the next 12 months, followed by more than one in ten who say enabling innovation across the nuclear industry (14%) and improvements in safety and security leadership across industry (12%).

Notably one in six (16%) stakeholders rank second cyber security resilience across the nuclear industry as the top priority for ONR's Chief Executive and Chief Nuclear Inspector in the next 12 months.

Conclusions and recommendations



ONR's overall performance is strong

ONR is **well-known** among stakeholders, and almost all are confident in its ability to deliver on its mission to protect society by securing safe nuclear operations.

ONR is seen as a **robust** organisation that fulfils its core remit well. It is perceived as professional, independent, trustworthy and constructive.

Communications are **strong**, and ONR is generally seen to do well at listening to and seeking feedback from stakeholders.

Overall, ONR can be assured of stakeholder confidence in its core remit, and there are no major gaps in ONR's fundamental operations in the eyes of stakeholders.

Areas where ONR can improve in the future

Providing information, guidance and advice

The provision of adequate information is a core driver of virtually all other metrics.

However, not all stakeholders report good engagement with ONR. ONR need to ensure this is consistently the case for as many stakeholders as possible.

Agility and responsiveness to change

While low-scoring, many stakeholders acknowledge that it is difficult to be agile and responsive as a regulator, and particularly in the industry ONR operates in. Some even praise ONR for being as flexible as possible within their brief.

Innovation

As with agility, there is acknowledgement that this is difficult to do in ONR's position, but there is a desire for more from ONR. ONR is seen as embracing innovation at a practical level but could do more. Stakeholders would like to see a dedicated team looking at innovation, as well as improvements in how ONR communicates its activities in this area.

Future priorities for ONR



Management of ageing facilities

- However, there is no consensus among stakeholders on what this looks like, and whether ONR should go further, in pursuing licensees, reduce its focus on this or continue as it is now.
- ONR will need to determine what its priorities should be in order to fulfil its remit.



Resourcing

- Including SQEP, knowledge and succession planning.
- There is concern that ONR could lose a great deal of valuable skills and experience in the near future.



Innovation

- For example, a dedicated team looking at innovation, as well as improvements in how ONR communicates its activities in this area.



Cyber-security

- Including new technology and the crisis in Ukraine.



Consistency in inspector decision-making

- As well as frequency of inspections.

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