

STAKEHOLDER ENGAGEMENT & COMMUNICATION STRATEGY; Building, Measuring, Improving Public Confidence in Regulation

by

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AIMS

Gain the trust of stakeholders through effective communicating on the delivery of regulatory goals.

Through our commitment to the safety of the UK nuclear industry ensure that NSD is viewed as a credible regulator.



CONTINUOUS IMPROVEMENT PROGRAMME

- Aim: To strive for regulatory excellence.
- Adopted the European Foundation for Quality Management (EFQM), now Investors in Excellence (IiE)



NSD MISSION

To secure effective control of health, safety and radioactive waste management at nuclear sites for the protection of the public and workers and to further public confidence in the nuclear regulatory system by being open about what we do.



STRATEGIC PLAN (2003-2006)

Goal 5 : "To further public confidence in the UK nuclear regulatory system by providing information to our stakeholders, seeking their views and responding to them as appropriate."



DRIVERS FOR CHANGE

- 1999 TNS Harris Consultants – level of public concern regarding nuclear related issues.
- 2001 CMG Consultants – knowledge management and stakeholder relations at the Nuclear Safety Directorate
 - increase proactivity
 - standard of service to stakeholders
 - low public profile
- 2001 EFQM
 - strategic drivers
 - customer satisfaction
- 2005 Freedom of Information



NSD STAKEHOLDER ENGAGEMENT PROGRAMME OUTPUTS

- (1) Identification and prioritisation of stakeholders.
- (2) Map and analyse current stakeholder engagement activities.
- (3) Identify motivations and expectations of each stakeholder.
- (4) Benchmark stakeholder engagement activities.
- (5) Develop and implement stakeholder engagement strategy.



PROGRAMME STAGES

- (1) Project Initiation Document
- (2) Staff workshop – stakeholder expectations
- (3) External consultation
 - 10 stakeholder groups, 200 respondents
 - NSD effectiveness, efficiency and value
 - refine stakeholder expectations



PROGRAMME OUTCOMES

- Recognise different stakeholder's expectations.
- Differing views on NSD's effectiveness, efficiency and value.
- Improvements required in style and speed of service delivery.
- Requirement for greater consistency and proportionality in regulatory interactions.
- Requirement for clearer channels for communicating concerns and accessing information.



STAKEHOLDER ENGAGEMENT AND COMMUNICATION STRATEGY

- **International Best Practice**
 - IAEA Report No. 24 "Communication Planning by the Nuclear Regulatory Body."
 - USNRC Regulatory Guidelines "Effective Risk Communication."
- **NSD**
 - External Communications Strategy
 - Internal Communications Strategy
 - HSE Risk communication, Guide to Regulatory Practice
- **NSD Commitments Document**
 - aims for each stakeholder
 - what to expect from NSD
 - how NSD will work



COMMITMENTS DOCUMENT EXAMPLE, THE PUBLIC

<u>Stakeholder</u>	<u>Vision</u>	<u>Expect from NSD</u>	<u>HOW NSD delivers</u>
The Public	Give confidence that industry is safe and well regulated and public protected from harm	<ol style="list-style-type: none"> 1. Nothing adversely affects their life. 2. Effective watchdog. 3. Open, honest, objective and transparent 4. Effective communicate our regulatory decisions 	<ol style="list-style-type: none"> 1. Effectively regulate within a well-defined framework to best practice. 2. Provide effective two-way channels of communication (eg website) 3. Proactively provide information which is meaningful and understandable



THE STAKEHOLDERS

- The Public
- Non-Governmental Organisations
- Employees, safety reps. of the Nuclear Industry
- Other National Regulators
- Licensees and employers
- International Organisations
- The Media
- Emergency Services
- Other Government Departments
- Wider HSE



NEXT STEPS

- (1) Translate Commitments Document
- (2) Management ownership
- (3) Prioritise stakeholders
- (4) Identify and implement a change programme
- (5) Benchmark against other regulators
- (6) Measure performance and refine strategy



Translate Commitments Document

- Interpret meaning for each stakeholder
- Put in context of different parts of business
- Decide what is desirable
- Decide what is achievable
- Decide priority areas
- Properly resource
- Adapt or change processes



Management Ownership

- Buy-in by Management Board
- Instil in teams through management workshops
- Managers set personal commitments
- Set up pilots
- Take to staff through conference event
- Individual staff set personal commitments



Prioritise Stakeholders

Commitment to public is a given

High priorities given to;

- Our staff
- Duty holders, employees and safety reps.
- Wider HSE

Also priority given to partnering with other regulators etc.



Identify and Implement a Change Programme

At an early stage of embedding this approach within organisation. Implementation is starting to happen across the business but it is early days!



Benchmark with Other Regulators

- Bilateral interactions with USNRC, DGSNR
- NEA CNRA WG Public Communications
- Cooperation with EA and SEPA
- Exchange meeting with IRSN (March 2005)



Measure Performance and Refine Strategy

- Baseline established through surveys
- Pilot survey with MOD and NSD Staff
- Feedback through website
- Measures and performance criteria need to be established eg. future surveys, on-line feedback

