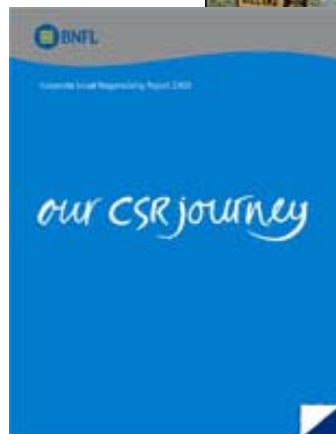


# Stephen J. Robinson

## Public & Stakeholder Dialogue



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# Suggested Discussion Items



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- **Trust and how to build trust**
- Methods of Involvement
- Public Dialogue in UK policy-making
- Principles & uses of stakeholder dialogue
- Stakeholder & Public Dialogue Case studies
- Key learning points

# Building trust

- Trust building is challenging
  - Trust is slow to build & easy to lose
  - Trust is 'emergent' – it cannot be 'done'
- 
- IAEA Workshop in June 2016 indicated views of what builds & breaks trust are common to many member states

# Trust – which is the key quality?



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- Openness and transparency
- Professionalism
- Listening
- Honesty
- Integrity
- ...

# Building Trust



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## RESPECT

Local communities and participants in stakeholder and public workshops can be treated with respect

Though what is perceived by people as respectful depends on the circumstances or context



*Source: Sciencewise*

# Widening Public Involvement in Generic Design Assessment of reactor designs new to UK

## Public Dialogue Workshops

### - UK Learning about Trust



- Before & after workshops participants put sticky dots on drawn flipchart scales of trust in the Regulators
- Analysis of the results (see example) showed increases in trust in the Regulators
- Participants said this was partly because they had met face-to-face, been given clear presentations and had conversations
- See Appendices in <http://www.sciencewise-erc.org.uk/cms/assets/Uploads/GDA-dialogue-report-August-2015-FINAL.pdf>

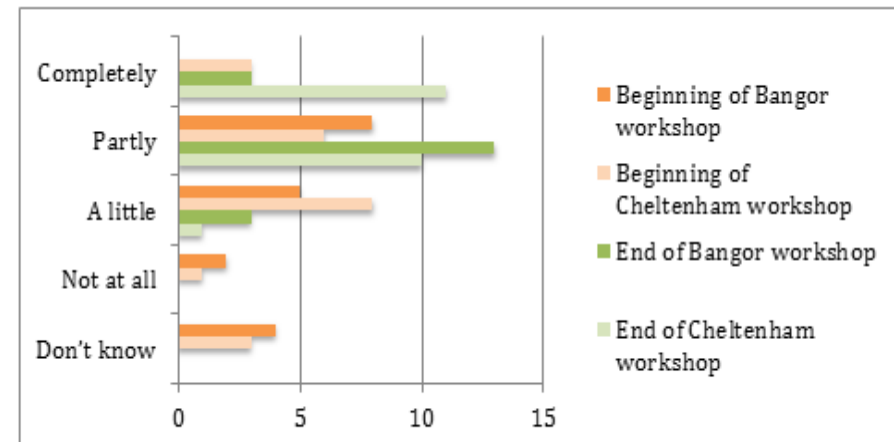


Figure 9: How would you rate your level of trust in the regulators? – ENVIRONMENT AGENCY

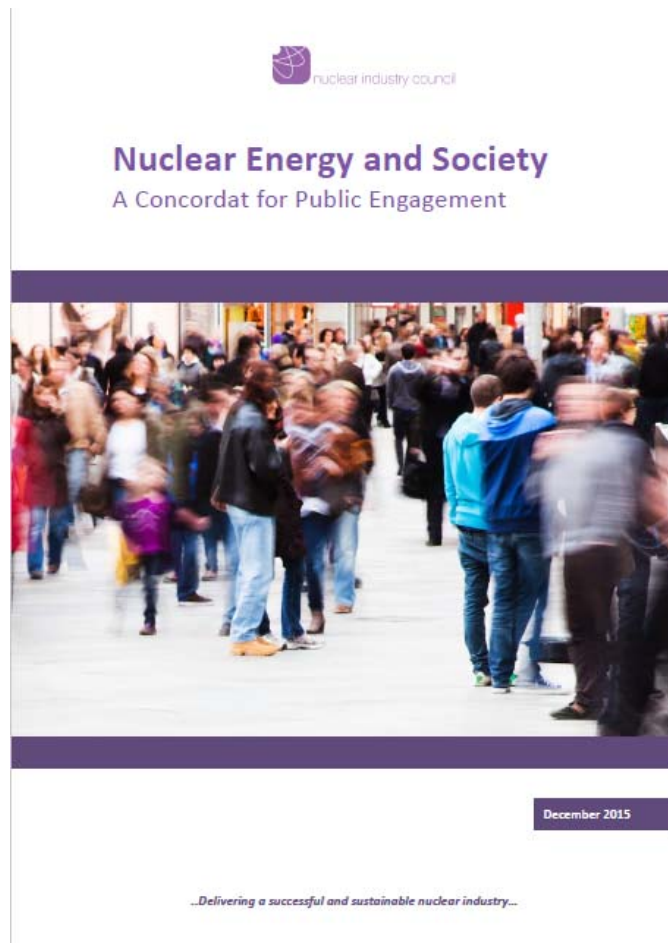
“You can’t figure out sincerity from reading a piece of paper – you need to meet the person”

*Cheltenham Workshop Participant*

# NIA Nuclear Concordat for Public Engagement



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- Elements of the Concordat were reviewed in a Public Dialogue
- The Nuclear Concordat Principle 2.Best Practice again links building trust with respect (p2) saying:
- *“We seek to build public trust by showing respect and being open and transparent about the challenges we face and the actions we are taking to address them.”*



# Suggested Discussion Items

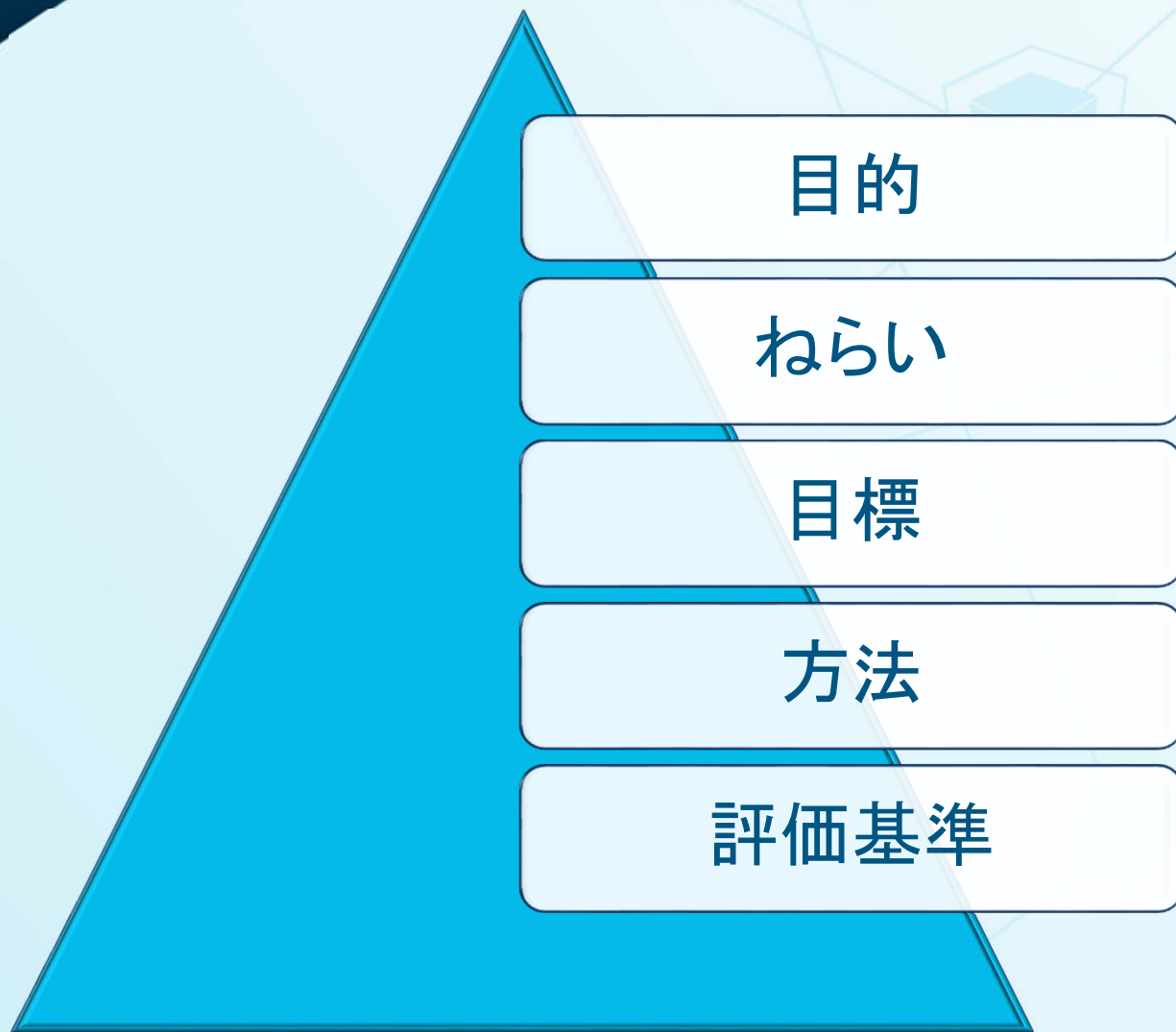


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# なぜ連携するのかを明確にする



# Types of involvement

<http://www.iap2.org/?page=A3>



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INCREASING INVOLVEMENT					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PURPOSE	Raise awareness of issue & need for action	Obtain feedback on analysis, issues, options and decisions	Understand concerns and aspirations to reflect in choices	Incorporate views and ideas in forward plans	'Devolve' key decisions
METHODS	Websites Media statements	Documents Focus Groups	Public Dialogue Stakeholder dialogue	Stakeholder Dialogue	Stakeholder dialogue Meetings 'Referenda'
e.g. UK GDF POLICY REVIEW	2013  Government announcement Call for evidence	2013/14  Consultations	2013/14 & 15/16  Public & stakeholder dialogues	2015-16  Advice from specialist 'Community Representation Working Group' (CRWG)	2017  Consent-based approach to involving communities

# Suggested Discussion Items



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# Public Dialogue



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**The UK's national centre  
for public dialogue in  
policy making involving  
science and technology  
issues**

<http://sciencewise-erc.org.uk/>

*Note – from 2017 known as the Sciencewise  
Programme – Website under review*

# Sciencewise projects – Key elements



- Policy development team
- Dialogue & engagement specialist (DES)
- Dialogue contractor
- Evaluator
- Socio-economic cross-section of citizens
- Independent Oversight Group
  - Range of views
  - Agree ‘balanced’ stimulus materials for workshops

# Products



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## Sciencewise website:

- Dialogue report & recommendations
- Evaluation report
- Case study

## Policy

- Informed policy



<sup>44</sup> Since the previous siting process, we've done a lot of listening to the people that were engaged in the previous process; to the scientists, engineers and experts that understand how geological disposal could work in practice, including the Independent Committee on Radioactive Waste Management and bodies like the Geological Society; to industry figures such as the Nuclear Industry Association; NGOs and the general public who took part in our consultation process. [...] So we've listened and taken this on board – and that's why the White Paper sets out a new process which will give communities the clarity they need.<sup>45</sup>

Baroness Warsi, Parliamentary Under Secretary of State for Energy and Climate Change, 24 July 2014

# Sciencewise cases

**HFEA** – Mitochondria Replacement

**NMO** – Leap Seconds

**BBSRC/EPSRC** - Synthetic biology

**AMS/DH** - Animals with human tissue

**BIS (now BEIS)** – Industrial biotechnology

**DECC(now BEIS)** – Geological Disposal Facility

**EA/ONR/NRW** – Generic Design Assessment



# Suggested Discussion Items



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# Uses of Stakeholder Dialogue



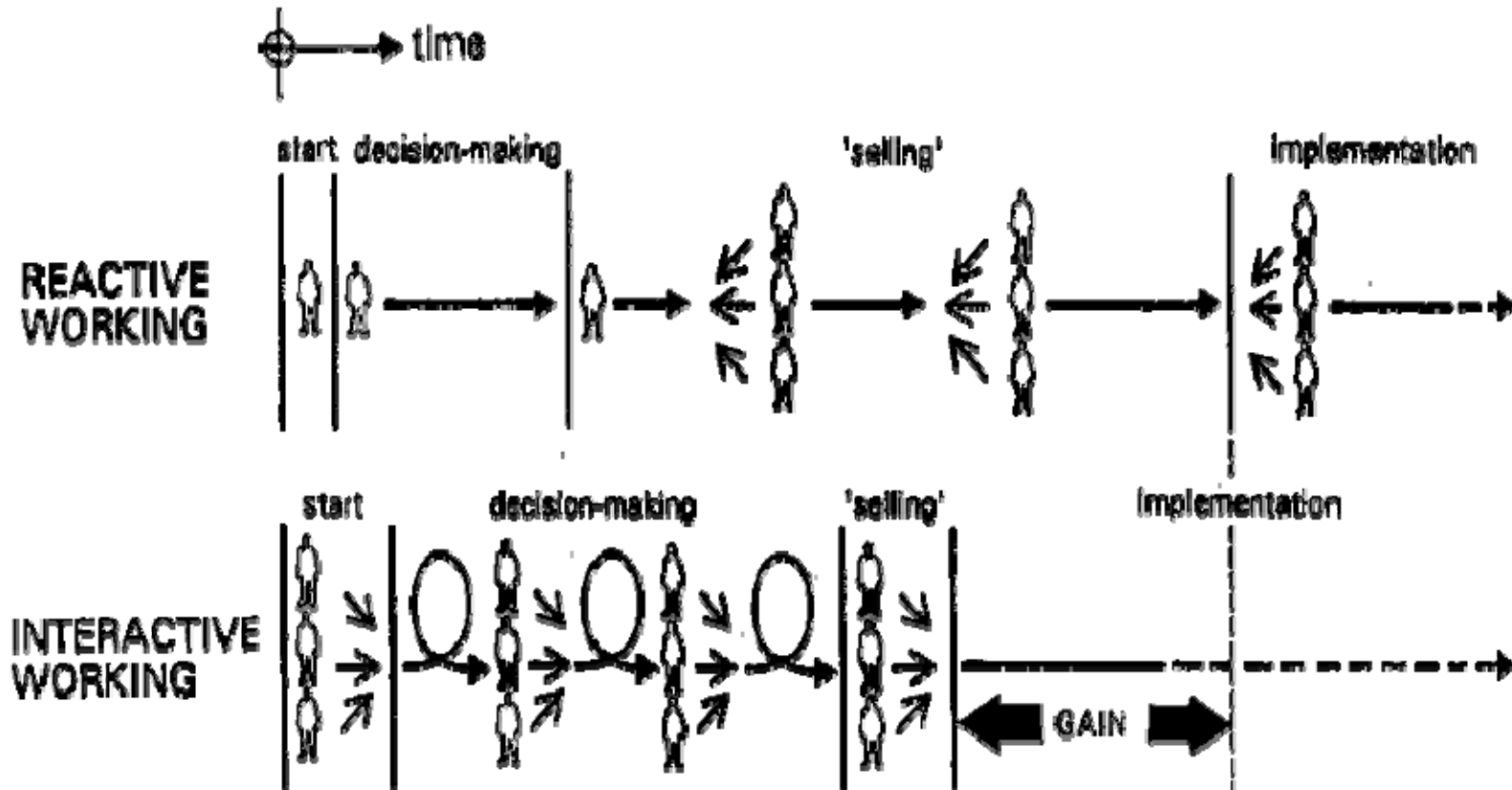
- Statutory
  - National Infrastructure Development Consent Orders e.g. New Nuclear Power Stations
- Voluntary
  - Reviewing strategies & plans e.g. NDA, regulators
- Resolving differences
  - Over ‘the facts’
  - Around uncertainty

# Principles – saving time & costs



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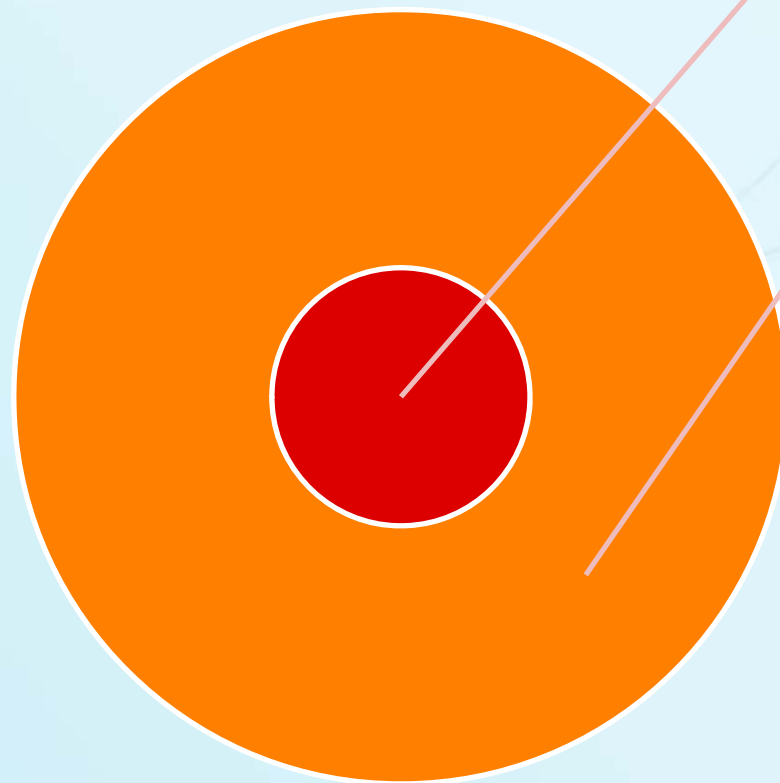
Decide-Announce-Defend (seeking **acceptance** with PR & Communications)



Source: Allen Hickling

Define-Agree-Implement (negotiating **acceptability** with Stakeholder Dialogue)

# ステークホルダーとは何か？



業務

一定の状況において、関心または「利害関係」のある当事者



# ステークホルダーの特定: 課題を知ること!

ベストプラク  
ティス:

課題と問題  
を明らかに  
する

誰がそれら  
に関心があ  
るか考える

調査し、問  
いかける

課題リスト  
とグルー  
プ・個人の  
リストを突き  
合わせる

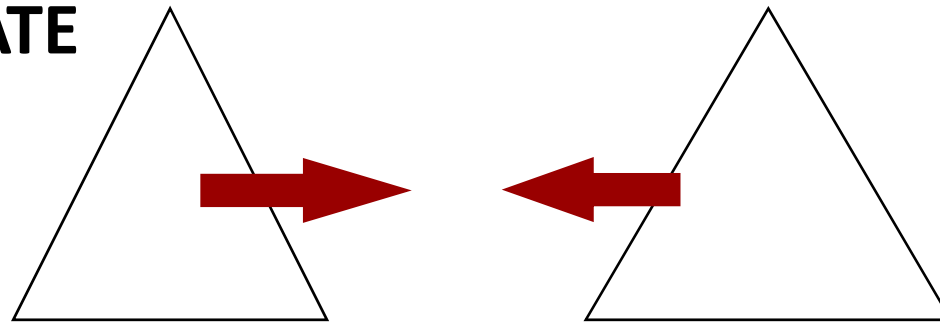
# Principles – go beyond 'positions'



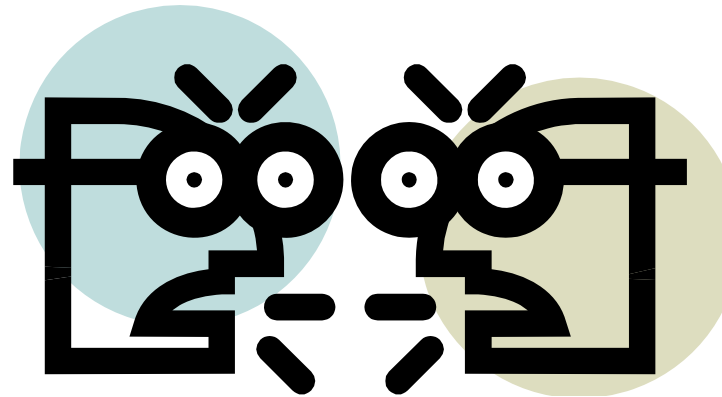
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**DEBATE**



Positions





# Principles - build agreements on common ground



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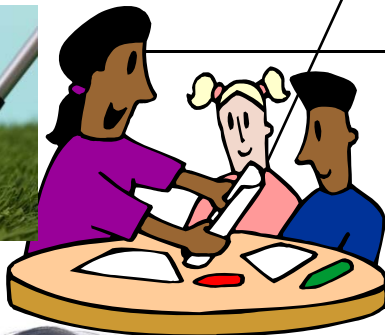
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Dialogue helps find the  
Interests and Needs  
behind Positions

Positions

Interests

Needs



Collaborative negotiation

# Facilitators Association of Japan



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- Met at the British Embassy March 2014
- Discussed many of these principles
- More in Japanese at <https://www.faj.or.jp/>
- Chairperson is Masa Hirai-san  
<https://www2.faj.or.jp/about/message/>



# Suggested Discussion Items



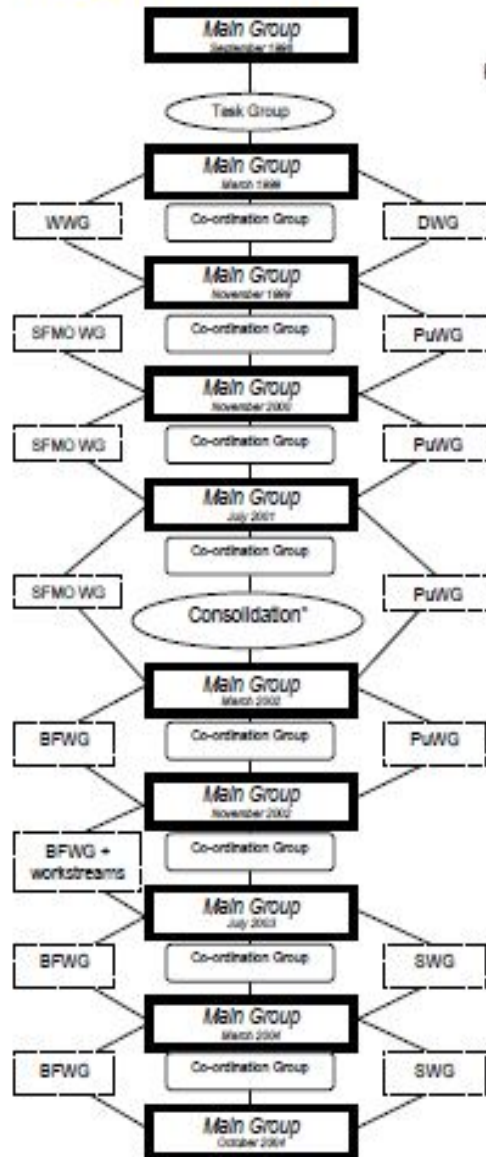
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## History of the BNFL National Stakeholder Dialogue

The diagram below outlines the inception and evolution of the BNFL National Stakeholder Dialogue process. A more detailed history and explanation of each of the groups, together with the reports produced and lists of group members is available at

[www.the-environment-council.org.uk](http://www.the-environment-council.org.uk)



Key:

WWG	Waste Working Group
DWG	Discharges Working Group
PuWG	Plutonium Working Group
SFMO WG	Spent Fuel Management Options Working Group
BFWG	Business Futures Working Group
SWG	Security Working Group

For current 'full-time' group memberships as at October 2004, please see Appendix Q.

- Consolidation: this was a phase of work including:
  - Reconvening of:
    - o Magna Task Group
    - o WWG & DWG
    - o Transport Task Group
  - LLR Task Group
  - BFWG start-up
  - Evidence gathering

- The Co-ordination Group is responsible for providing guidance on linkages and continuity between groups, as well as identifying problems and 'potential wobbles.'
- "Socio-Economic" and "Transport" issues were discussed throughout the process
- Contact Rhuan Bennett for more information on 020 7632 0134, [rhuanb@envcouncil.org.uk](mailto:rhuanb@envcouncil.org.uk)

## Preparation to 1998



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## Dialogue 1998-2004

Any effective UK GDF siting & development process is likely to be a form of stakeholder dialogue



# Case study NWCC Strategic Connections



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# Early Dialogue – Strategic Options



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## 6 Strategic National Grid Connection Options to Moorside Site

↔  
c85Km



**Options  
3 & 4  
Preferred**

## GDF policy development process 2013 to 2017



- Different forms of engagement were used at different times in the UK GDF siting policy development process

2013	May 13-Feb 14	2014	Sept 15-Apr 16	Summer 2016	Late 2016	2017
	X4 National Stakeholder meetings	Implementing Geological Disposal Policy	Community Representation Working Group			
Call for evidence	Public dialogue (X2 rounds in x4 locations)	Process Planning	Public dialogue (x2 rounds in x2 locations)	Review & recommendations	Stakeholder meetings	Call for potential host communities
	Consultation				Consultation	



## Results of the GDF siting public dialogues



- The Government acknowledged that up to two thirds of the revised siting policy Implementing Geological disposal was influenced by the 2013-14 public dialogue
- The 2015-16 provided government with views on specific matters such as forming a local representative group, ideas for Tests of Public Support and allocating community benefits
- General advice was that any siting process should: listen to community input; engage widely and early; maintain two-way communication and transparency; and be ethical and honest around any local governance

2013-14 public dialogues in x4 locations – 64 people

2015-16 public dialogues in x2 locations – 53 people

All met twice at each location



# The Nuclear Decommissioning Authority (NDA) and SSGs



- NDA owns the UK nuclear estate
- Sites are operated by Site Licence Companies or SLCs
- The NDA wants sites to involve local stakeholders
- NDA gives sites guidance, support and funding for setting up and running SSGs
- Guidance recognises that each site is uniquely situated so details are flexible



## Site Stakeholder Groups Duration and Purpose

- Each SSG is a standing or on-going independent forum for communications between the NDA, site operators and the local community
- The purpose of each SSG is ensuring that decisions taken by the NDA or operators that affect local NDA sites are informed by the views of the local community
- SSGs being independent bodies is what is special about this case



## West Cumbria Sites Stakeholder Group Role

- WCSSG role is to provide public scrutiny of the nuclear industry in West Cumbria
- Scope includes activities at Sellafield Site and the nearby Low Level Waste Repository at Drigg.



## WCSSG – Representatives involved

- Local Government
- Regulators
- Workforce and Trade Unions
- Community Groups
- Site Operators – relevant specialists
- An Independent Chairman elected by the WCSSG members

● Source: <http://wcsg.co.uk/working-group/west-cumbria-sites-stakeholder-group/>





# WCSSG – On-going Working Groups

- Environmental Health
  - Risk and Hazard Reduction and Waste Management
  - Low Level Waste Repository
  - Spent Fuel Management and Nuclear Materials
  - Emergency Planning
- 
- Temporary groups are formed for particular tasks
- 
- The Enablers Group was formed to respond to the NDA's Strategy III consultation



Source: <http://wcsg.co.uk/working-groups/>

# Suggested Discussion Items



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- **Key learning points**



# Key Learning Points

1. Be clear why you are doing this!
2. Best practice approaches to stakeholder and public dialogue help build trust due to people feeling respected
3. A 'stakeholder' is anyone who thinks they are
4. Design dialogue for the number of people  
(don't try to fit numbers to an existing design)

# Key Learning Points #2



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5. Use technical experts with collaborative negotiating capabilities and the 'corporate affairs' function in support
6. Match roles and seniorities in meetings
7. Use approaches like visible record-keeping and joint fact-finding to avoid disagreements

目的  
ステークホルダー対話  
における経験や  
様々なアプローチ(方法)を  
ご紹介し、日本に  
おいての有効性を  
ご検討・ご判断いた  
たく。





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# Contact

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Stakeholder Dialogue Design and Facilitation

Mediation and Conflict Mitigation

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