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**Lessons from the Field: Principles for Successful Stakeholder
Engagement**

peter.booth@hyltonenvironmental.com

Key Principles and Considerations

- There is “no one size fits all”.
- Engagement programs need to consider country, region and even project specifics;
 - Customs, cultures, language, literacy, prior knowledge.
- Notwithstanding this, there are some generic key principles and reflections to consider.
- In some countries (e.g. USA, Canada, Australia) it is imperative to specifically consider the concerns and aspirations of indigenous citizens and groups.

The Evolution of Stakeholder Engagement

Stakeholder Engagement Process	Summary Details
Decide – Announce - Defend	One way process, usually after the event, to explain what has been undertaken.
Stakeholder Communication	One way process whereby the operator explains the work which is to be undertaken and why.
Stakeholder Engagement	Two way process whereby the views of the stakeholders are additionally sought.
Active Participation	Stakeholders are invited to work alongside the operator in order to propose and appraise a range of options.

Remediation Drivers

- Specific remediation drivers may include;
 - A known incident or accident.
 - A groundwater plume migrating across the site.
 - Contamination known to be moving outside of the site boundary.
 - Part of a decommissioning strategy.
 - De-licensing or partial de-licensing of the site.
 - Achieving an interim or final site end state.
 - Other regulatory requirements.
 - **Stakeholder concerns.**
 - Stakeholder opinion/concerns will be influenced by these remediation drivers.

Stakeholder Concerns and Aspirations

Stakeholder Categories

- Political – Government, local and regional councils.
- Economic – Funding organisations, local community, workforce unions.
- Environmental – Local community, environmental regulator, NGO's.
- Social – Local community, site workforce, tourist industry.
- Technical – Nuclear regulator, universities, R&D institutes, consultants.
- Please note that there may be some overlap within each category.

Stakeholder Concerns and Aspirations

Areas of Potential Interest

- Political – Overall costs, impact on the local community, incentives and investments.
- Economic – Improved infrastructure, employment security, overall costs.
- Environmental – Visual impacts, environmental conservation, impact on groundwater and surface water, noise.
- Social – Health and safety, employment security, incentives and investments.
- Technical – Nuclear safety, research, innovation, technical support.

Stakeholder Concerns and Aspirations

Is it possible to satisfy all stakeholders?

- Many areas of potential interest;
 - There is some overlap between the different stakeholder categories.
 - But there are also completely differing concerns and aspirations.
- The balancing act;
 - Greater dose reduction vs cost.
 - Greater dose reduction vs increased waste volumes.
 - Greater cost vs less support to local infrastructure.
 - Applying innovation vs uncertainty.



TRUST

- TRUST is very difficult to regain once lost and if you have not developed such TRUST your project is likely to fail.
- Integrity - you must undertake what you say you will, don't promise something and then not carry it out.



TRUST

Citizens or stakeholder advisory panels
Nurses, physicians and other health professionals
Safety and emergency response professionals
Professors/educators
Professional scientists
Government officials
Media
Industry officials
Consultants from profit making organisations

Decreasing Trust



Enhancing TRUST

- **Maintain transparency and inclusivity within the decision making process;**
 - Ensure you have considered and notified all potential stakeholders.
 - Explain what remediation options might be available.
 - Explain how and why an eventual decision was reached.
- **Utilise individuals for engaging with citizens who have a greater chance to be trusted.**
 - These individuals may work within your organisation.
 - They may reside within the local community.
 - They may have a medical or religious background/role.
- **If the individual used for engagement does not live locally it is harder for that individual to be trusted.**

Enhancing TRUST



Utilising appropriate personnel

THANK YOU



T: ++44(0) 7806 803440

E: peter.booth@hyltonenvironmental.com

uk.linkedin.com/in/petermboothhylton