

NDA Communications & Stakeholder Relations Strategy – 2009-2011: Summary

Our strategic objective is to build and maintain the support and confidence of our stakeholders in the way in which we are fulfilling our mission.

To achieve this we aim to build a reputation for the NDA as:

- Being a delivery-focussed organisation
- Demonstrating value for money to the tax payer
- Getting to grips with the legacy
- Acting openly and transparently
- Engaging effectively with stakeholders, especially on difficult issues
- Working in partnership with communities, regulators, trade unions and supply chain

Our approach to Communications and Stakeholder Relations

In 2009-2011 we will base our activity around five workstreams:

1. A programme to build new and maintain existing relationships with those integral to delivering our mission
2. A proactive approach to communication around our role and progress
3. A programme of stakeholder engagement and consultation on our plans and evolving strategy
4. An employee engagement programme
5. Developing our approach to Corporate responsibility and forming partnerships that will enable us to support the socio-economic aims of the communities in our priority areas

This means:

- Being clear on the relationships we need to have in place and ensuring those relationships are being managed
- Developing and communicating our messages to ensure stakeholders understand our position and progress
- Monitoring and understanding the environment in which we operate, knowing what's going on in and around the business, anticipating issues and planning for them
- Working effectively with the Site Licence Companies (SLCs)
- Making sure the NDA is listening and engaging openly with our stakeholders
- High standards of professionalism in all we do (media, web, publications, events, information access)
- Ensuring our staff understand the challenges facing the business and engaging them in our future success
- Earning our licence to operate through development of our approach to socio-economic development and corporate responsibility

This approach provides the framework for all of NDA's communication and stakeholder relations activity. At all times, it is important for us to be clear on whether it is our intention to inform, consult or involve stakeholders in our plans and activities and to adhere to the principles set out in our [Stakeholder Charter](#)

The following section sets out the major elements of our planned activity under the five workstreams previously identified, from which detailed action plans will be developed.

1. Developing key external relationships

Our **primary** relationships are with:

- **Government**; DECC, Scottish Government, Welsh/NI Assemblies, Shareholder Executive, Treasury, DEFRA, Opposition parties
- **Regulators**; Nuclear Installations Inspectorate (NII), Environment Agency, Scottish Environment Protection Agency (SEPA), Office for Civil Nuclear Security (OCNS)
- **Delivery Partners**; NMP, UKNWM, UKAEA, Energy Solutions and their SLCs
- **Trade Unions**; GMB, Prospect, Unite
- **Communities**; Cumbria, Caithness, Anglesey, Dumfries/Annan, Regional Development Agencies, Scottish and Highlands and Islands Enterprises, Local Authorities and other sites
- **Others**; National Audit Office, Committee on Radioactive Waste Management (CoRWM)

Formal interfaces already exist with these primary stakeholders and we need to build on these. A host of other stakeholders (including parliamentarians, advisers, industry, environmentalists, academics, economists, scientists and media) have an interest in the NDA's activities and we will develop a more concerted and proactive approach to reach them.

2. Proactive communication

We will continue with our measured approach to media relations where we seek to inform journalists about our progress and challenges via briefings, interviews and news stories. Our intention is to increase media understanding of the role of the NDA in order to ensure we have an appropriate share of voice on related coverage.

We will continue to ensure the consistent, professional look and feel of NDA communications materials, and that we have a planned and co-ordinated approach to hosting or attending events.

Our website (www.nda.gov.uk) is the primary vehicle for communication with stakeholders as well as providing a tool for online consultation. We will continue to ensure it is updated regularly with timely and relevant information, and that information published is accessible.

We will review our communications needs and bring forward plans for new corporate material. Our published material will continue to be pitched at an informed layperson, with a focus on plain English and an attempt to de-mystify nuclear matters.

3. Consultation and engagement

The key consultation and engagement mechanisms of the National Stakeholder Group (NSG) and Site Stakeholder Groups (SSGs) will continue to evolve. A detailed programme of engagement is being developed in support of the NDA's

Strategy development. This is likely to feature a series of online consultations, topic workshops and NSG meetings.

Our focus for the NSG over the next two years is to ensure that it provides an effective vehicle to allow stakeholders to question the NDA, to input views into our evolving strategy, and for the NDA to report on its activities. The NSG will remain the primary, but not sole, mechanism for engagement on topic strategies until the next NDA Strategy is produced, at which time we will review future national engagement arrangements.

Progress on the [Geological Disposal Facility programme](#) will be another major workstream during the period based on the [Public and Stakeholder Engagement and Communications Framework for Geological Disposal \(pdf\)](#).

The NDA has successfully built a reputation for openness and transparency (as set out in our [Transparency Policy](#)) and it is important this continues. Handling Freedom of Information (FoI) and Environmental Information Regulations (EIR) requests and assisting Government with Parliamentary Questions (PQs) presents a substantial workload and this is likely to increase further as more of the estate leaves the public sector and NDA picks up its FoI responsibilities.

4. Internal communications

Our approach to internal communications is to provide the upward and downward channels necessary to ensure our staff are engaged with and informed about the NDA's activities.

This is achieved by making business information accessible to staff, and putting different information into the most appropriate format. We will also encourage staff to feedback and contribute to improving each of the channels used with specified feedback mechanisms for each channel.

Over the next 12 months we plan to develop a focus on individual 'campaigns' that concentrate on single topics for a set period of time (e.g. Strategy Management System, Competition process) and to develop a toolkit to manage internal campaigns effectively, including greater use of IT.

5. Socio-economic development and corporate responsibility

Our approach to socio-economic development is set out in the approved [Socio-Economic Policy](#). In short, we seek to develop partnerships in priority areas through which the socio-economic impacts of decommissioning can be understood and mitigated. We are developing Detailed Priority Area Plans to this end. We also aim to develop clearer routes for bids to be considered, approved, monitored and reported.

Our approach to [Corporate Responsibility](#) is set out in our policy document approved by the NDA Board.