



OPERRA Stakeholder Management Strategy

Version 1

Workpackage 4: Reaching out to new Member States, academic & professional partners, stakeholders & authorities

Task 4.3 Reaching out to major stakeholders & authorities
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Table of contents

OPERRA Stakeholder Management Strategy	4
Purpose of this document	4
Introduction	4
The value of stakeholder engagement.....	4
Who are the stakeholders of OPERRA?.....	5
OPERRA activities to promote stakeholder engagement	7
Conclusion	10

OPERRA Stakeholder Management Strategy

Purpose of this document

This document sets out the general approach that will be taken with regard to stakeholder engagement by the Open Project for European Radiation Research Area (OPERRA). It sets out why stakeholder engagement is of value, the types of stakeholder that may be encountered and mechanisms to encourage and promote engagement. The OPERRA approach to stakeholder engagement can be anticipated to evolve over time and so this document will be subject to periodic review and revision as appropriate.

Introduction

The EC funded Open Project for the European Radiation Research Area (OPERRA) aims to lead the establishment of long-term European research programmes in radiation protection. This will be achieved through the formation of an umbrella coordination structure that is legally empowered to administer future calls for research in all aspects of radiation protection. The Multidisciplinary European Low Dose Initiative (MELODI) Association is a key partner in OPERRA and OPERRA will draw on the experience gained within the context of MELODI and the related EC funded DoReMi Network of Excellence. It will be essential that OPERRA encourages and supports research that examines and addresses in a scientifically rigorous fashion key assumptions and uncertainties that are incorporated into the current system of radiation protection. MELODI and DoReMi have used, respectively strategic and transitional research agendas (SRA, TRA) to identify priority topics for research and the use of such tools is expected to continue under OPERRA. Additionally OPERRA will include research in radioecology, emergency preparedness and dosimetry and will therefore be drawing on research agendas etc from the radioecology ALLIANCE, NERIS and EURODOS respectively. It will be important that OPERRA as a project addresses issues that concern and are of relevance to major stakeholders in the radiation protection arena and that are scientifically feasible.

This document constitutes OPERRA milestone 7 and has been developed by OPERRA Task 4.3, *Reaching out to major stakeholders and authorities*. It is likely to be of relevance to OPERRA tasks 2.1 (*Identifying key partners involved in radiation protection research, as well as education & training, and joint programming of research activities in radiation protection: links between MELODI, ALLIANCE, NERIS, EUTERP, EURADOS & EURAMET*) and 2.2 (*Determining joint funding mechanisms for national & EU Fission R&D programmes*)

The value of stakeholder engagement

Dialogue between OPERRA and stakeholders is expected to be a valuable activity to help ensure that:

- OPERRA addresses real concerns of the radiation protection community.
- OPERRA's activities are integrated with related activities elsewhere.
- OPERRA's achievements are recognised by the wider community in radiation protection.
- OPERRA does not become too inward-facing or self-serving on its activities.
- OPERRA's activities are seen to be an appropriate use of EC funding to address EC citizens' concerns related to effects of ionising radiation.

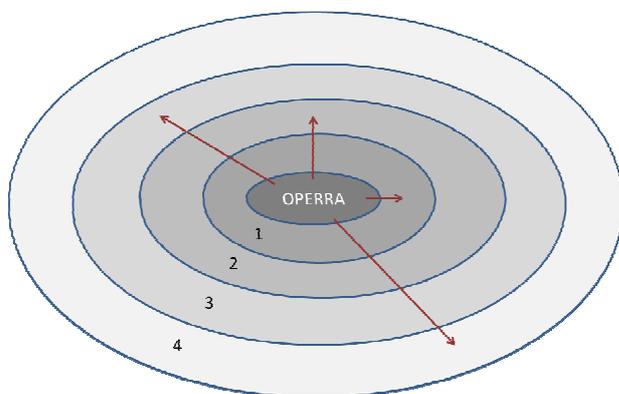
It is recognised that stakeholder engagement does take time and effort; however, effective stakeholder engagement will help ensure that OPERRA supported research has maximal impact on improving the robustness of the system of radiation protection. In turn this may help build confidence that the system of radiation protection adequately protects human health and the environment in the eyes of professionals and the public alike. It is further anticipated that stakeholder engagement will help OPERRA define future needs for training and education.

Who are the stakeholders of OPERRA?

OPERRA and the research that it supports are expected to address issues relating to protection from occupational, medical, public and emergency incident exposures. In these areas there are stakeholders with differing scopes of interest and responsibility:

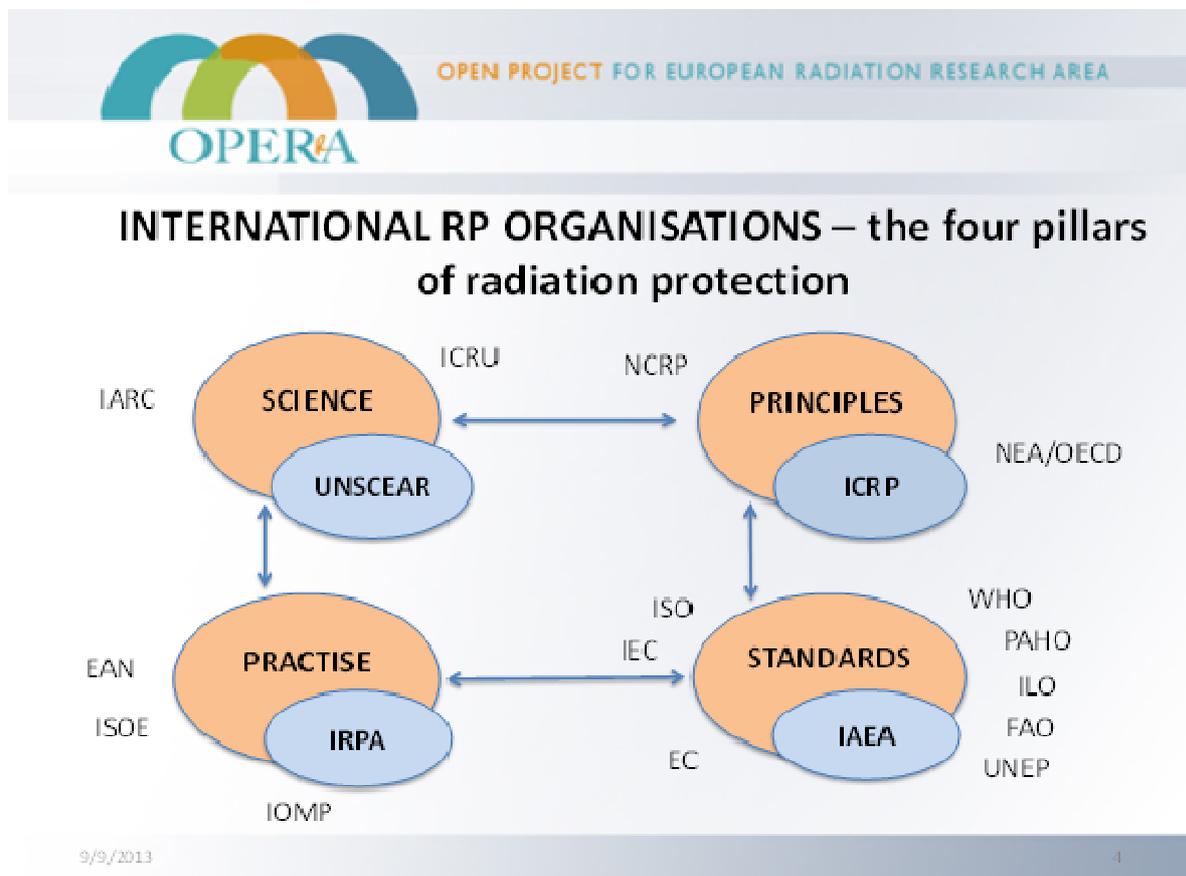
- 1, Those with responsibilities for ensuring adequate radiation protection of those exposed. Key aspects include underpinning science, principles, practice and standards.
- 2 Those with an interest and/or duty of care in radiation protection and its improvements including stakeholders in medicine and industry..
3. The wider scientific and academic communities, including social sciences and humanities.
4. Those who are exposed in an occupational, medical or environmental context.

Illustration of the stakeholder groupings and OPERRA

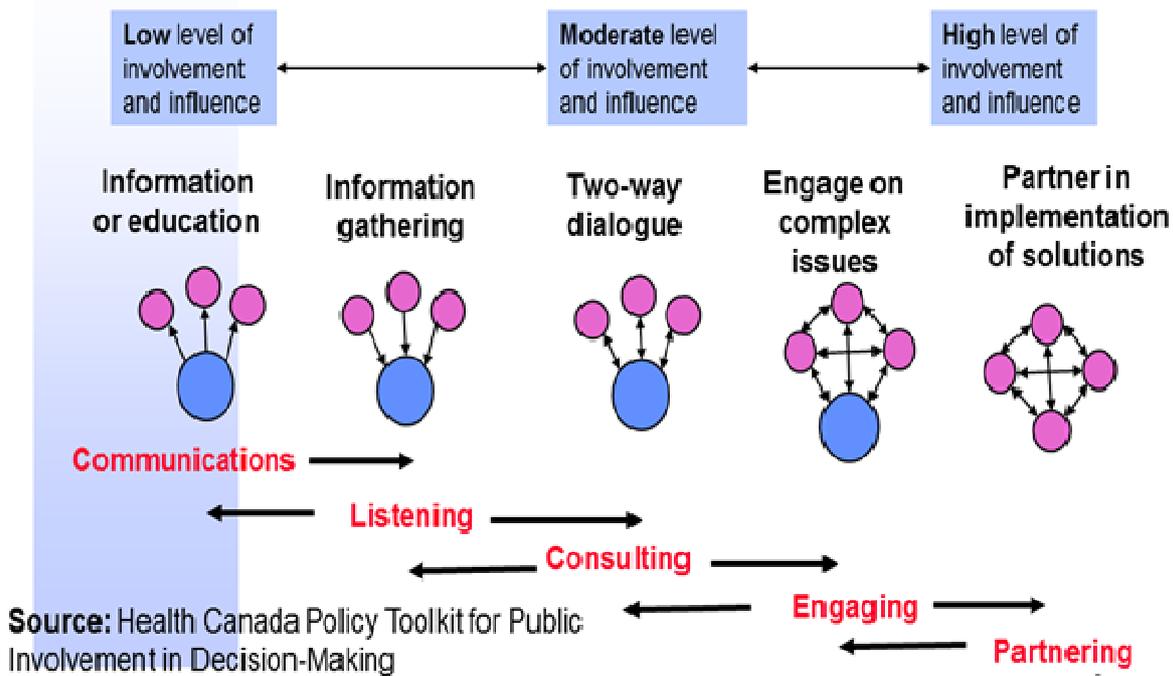


As the main objective of OPERRA is to carry out research to improve radiation protection, the first group are a priority category of stakeholders as they are judged

to be most influential in implementation and modification of the system of protection, these can be grouped by discipline to form the 'four pillars of radiation protection' as illustrated below.



Input from the other categories of stakeholder will also be very valuable to gather their main concerns in the field of radiation protection and how they are addressed or not by OPERRA . OPERRA will not be bound to act on any individual stakeholders comment but will take the range of views into consideration and evaluate the scientific feasibility of any specific suggestions for research. Eventually, it will give a feedback on the way stakeholder comments are taken into account. The level of involvement of different stakeholders and their influence on OPERRA may vary; the figure below illustrates how levels of involvement affect levels of influence. It is likely that levels of involvement will evolve as OPERRA matures. This is an issue that will be carefully discussed and decided within the task group and wider OPERRA partnership.



OPERRA activities to promote stakeholder engagement

OPERRA Task 4.3 (*Reaching out to major stakeholders and authorities*) identifies three sub tasks

- 4.3.1 Development of a stakeholder management strategy
- 4.3.2 Identification of stakeholders, collecting opinions and analysing stakeholder feedback
- 4.3.3 Organisation of stakeholder sessions at MELODI workshops and a series of pilot national stakeholder meetings

The present document constitutes the strategy (4.3.1). The specific mechanisms for promotion of stakeholder engagement are given in the following sections.

1 Identifying and defining stakeholder groups

In the previous section (*Who are the stakeholders of OPERRA?*) the broad classes of stakeholder were identified. The weighting of input/dialogue with those with responsibilities for ensuring adequate protection of those exposed was highlighted. Some key stakeholders have been identified (group 1 above), these include: *inter alia*, UNSCEAR (the United Nations Scientific Committee on the Effects of Atomic Research), ICRP (the International Commission on Radiological Protection), IAEA (the International Atomic Energy Agency), IRPA (the International Radiation Protection Association), HERCA (Heads of European Competent Authorities), ESR (the European Society of Radiology), WHO (the World Health Organisation). Regarding group 2, stakeholders will include EAN (European ALARA Network), EMAN (European Medical ALARA Network), EUTERP (European Education and Training in Radiation Protection Platform), EFNDT (European Federation for Non-Destructive Testing), International Source Suppliers and Producers Association (ISSPA), etc.

Concerning the third stakeholder group, the idea to include the wider scientific and academic communities (including social sciences and humanities) as stakeholders is motivated by the basic assumption that credible arguments to justify (or reject) the use of nuclear technology applications in society need to incorporate a wide range of views as well as 'purely technical' or 'purely political' viewpoints – there is a need for acceptance on a majority consensus basis. This assumption has implications for the approach to radiation protection research. Firstly, given that OPERRA aims to address issues that concern and are of relevance to major stakeholders in the radiation protection arena and that are 'scientifically feasible', there may be insights to address the question of what is scientifically feasible which need to be formulated in a language that goes beyond that from natural and engineering sciences alone. Secondly, there is the need to take into account value judgements and related practical and ethical concerns that cannot be addressed by natural or engineering sciences or by social sciences alone. Both considerations motivate the need to discuss issues in a research context that integrates social sciences and the humanities, in addition to views from the other stakeholder classes noted above. In order for radiation protection research to convincingly address and justify the uncertainties and value judgements related to the use of nuclear technologies in the occupational and broader societal context, an approach is needed that not only protects society from scientism and technocracy, but also, conversely, that protects science and the radiation protection system from societal and political pressure. . .

Considering the fourth group (people exposed), key stakeholders will include trade unions, NGO's in the field of health or environment protection, NGO's in the medical field, local liaison committees etc, The detailed lists will be established depending of each country specificities, it is recognised that comprehensive engagement with this group of stakeholders can be particularly challenging.

OPERRA will continue to identify stakeholder groups through dialogue and research. The project will also develop a means to categorise stakeholders. The categorisation will include:

- Scope of interest/responsibility as stated above
- Geographical scope (international/national/local group)
- Main interest (eg, science/regulation/standards/practice)
- Radiation protection sector (occupational/medical/public/emergency incident)

It is expected that the approach to defining stakeholders will evolve throughout the life of the project.

2 Establishing communication routes

Three main routes for stakeholder communication are planned and these will no doubt be supplemented by less formal discussion between OPERRA project partners and stakeholders.

2.1 Stakeholder questionnaire

A *stakeholder questionnaire* (Task 4.3.2) will be developed to gather stakeholder views on:

- The key issues in radiation protection that would benefit from an improved evidence base.
- The key issues in radiation protection that would benefit from an enlarged societal debate including reflections on ethics
- The most promising approaches to address the key issues.
- Timeframe and resource requirements for proposed research activities.
- Need for further training to ensure those engaged in radiation protection research have an appropriate base of knowledge, skills and competence (KSC) in line with the European Qualification Framework (EQF).

The questionnaire will utilise web-based systems that will be available through the MELODI website and, by agreement, through other EC project websites.

2.2 Meetings and discussions

The second major communication route will be a series of *meetings and discussions* (Task 4.3.3). Stakeholder discussions are expected at annual OPERRA workshops with key stakeholders being invited. A series of national level stakeholder meetings are planned also – specifically in France, Finland and Belgium but it is hoped that at least one meeting will be possible in one of the EU new member states. It is anticipated that this will be the major route of communication with non-specialists and specific local interest groups.

The objectives of these meetings will be :

- To share and discuss OPERRA objectives and main challenges with non-specialist audiences
- To identify their main concerns in the field of radiation protection and those that would benefit from an improved evidence base.
- To identify the key issues which would benefit from a wider debate in society taking into account ethical aspects

These meetings will produce summaries of discussions which will act as a vehicle for feedback to OPERRA and to stakeholders.

2.3 Posting of key project documents for website consultation

The third route for communication with stakeholders will be through the posting of key project documents, most notably the Research agendas. This has already been done for the MELODI Strategic Research Agenda and it is hoped a more pro-active approach to stakeholder communication will promote more discussion of key documents in the stakeholder community.

3 Ensuring stakeholder views impact OPERRA and its evolution

It is obvious that communication with stakeholders is undertaken for the purpose of ensuring that OPERRA is seen to be of value and ‘fit for purpose’. Thus it is essential that there are clear routes for stakeholder views to be fed back to the OPERRA partnership. As noted previously, stakeholder feedback is anticipated in several forms:

- Collation/analysis of questionnaire responses
- Reports from stakeholder meetings

- Feedback from consultation exercises

These modes of feedback and summary of responses will be made through the OPERRA Management Board (MB) and be made available to all partners following agreement/approval by the MB. Feedback to stakeholders will be communicated through the MELODI/OPERRA website by posting of summary documents.

Conclusion

This document has set out the approaches OPERRA will take to stakeholder engagement as the activities identified in Task 4.3. Key elements are:

- Stakeholder identification and prioritisation
- Development, implementation and analysis of a questionnaire
- Organisation of meetings with stakeholders
- Gathering comments on key documents through website consultation
- Ensuring clear communication of stakeholder views back to the wider OPERRA partnership

Ensuring feedback to stakeholders about the way their comments have been taken into account by OPERRA

It is anticipated that these activities will contribute to the development of OPERRA as a respected and trusted organisation that promotes and supports research activities to improve the protection of humans and the environment from the adverse effects of low dose and protracted exposures to ionising radiation.

Appendix 1 – Timeline of development of OPERRA Stakeholder Management Strategy.

- 17.05.2013 – PHE, STUK and ISS hold teleconference to discuss stakeholder issues in anticipation of the OPERRA kick-off meeting
- 01.06.2013 – OPERRA project starts
- 18.06.2013 – OPERRA kick-off meeting, brief presentations on plans for stakeholder engagement provided by PHE, ISS and STUK
- 09.07.2013 – First draft of Stakeholder Management Strategy form PHE
- 06.09.2013 – Meeting of PHE, STUK, ISS, SCK-CEN and IRSN in London to discuss and revise strategy and plan Stakeholder breakout session at MELODI workshop
- 10.10.2013 – Stakeholder breakout session at MELODI workshop, Brussels