

4. Aspects to consider when developing effective stakeholder engagement

- Engaging with stakeholders is essential in optimising protection in existing exposure situations
- The decision maker will make the final decision
- The objective is stakeholder engagement, not stakeholder consensus
- Stakeholders need to know how their views and concerns can influence decisions
 - Understand that decisions will address stakeholder's diverse interests as best possible
- It is important to be proactive in identifying, supporting and engaging with stakeholders

Aspects to consider when developing effective stakeholder engagement

- It is essential to build trust
 - Transparency is essential
 - Face to face interactions
 - Consistent and robust message
 - Trusted individuals
 - Diverse sources of information
 - long-term engagement
- It is important to transparently set objectives clearly and early
- The 'rules of engagement' need to be established and agreed
- The interests of all stakeholders need to be clear
- It is important to appropriately address the actual context of the risk being addressed
 - Different contexts may be associated differently with 'perception of blame' (ex. Radon versus post-accident)

- There is a significant difference between communication and engagement
- It is essential to listen to stakeholder concerns, and to let them know you are listening, and that their voice can have an impact on decisions
- Management of expectations is important
 - Involvement to participate in decision, versus to voice views and concerns
 - Different stakeholders will have different levels of motivation
- Recognise that stakeholders will have different levels of 'stake' in a given situation, and that this will affect actions and involvement
 - The distinction between agenda and stake should be recognised

- For radon, need to achieve engagement by stakeholders to act. Positive elements include:
 - Survey measurements
 - Case studies
 - Multiple sources of experience
- The timing of stakeholder engagement can affect its effectiveness, the earlier the better
- It is important to assess stakeholder feedback, particularly from information campaigns
- It is important to learn lessons for incorporation into future activities
- The final decision should be clearly presented to stakeholders, along with its rationale

- Communication of risks is a delicate balance of ‘scientifically precise information’ and ‘easy to understand information’
- Stakeholder engagement should be targeted, and it is essential to know your audience
- Stakeholders may need ‘support’ to effectively participate (e.g. financial, technical, outreach, etc.)

- Exposures in existing situations will be broadly driven by individual behaviours. It is thus essential that authorities engage to assist stakeholders to achieve their own optimised protection.
- Involvement with stakeholders is key to sustainability