



# BEYOND THE SURFACE

Changing the way people view  
contentious issues

**The UK nuclear debate**



**the debate on whether to build new nuclear plants should be 'conducted with an open mind by everybody'**

**the question of civil nuclear power will be thoroughly and objectively considered**





# THE INDEPENDENT

**Blair ‘backs nuclear power stations’ to cut emissions**

NIA

theguardian

‘Britain needs a debate on  
nuclear energy’ say industry  
leaders

[www.niauk.org](http://www.niauk.org)

NI

The Daily Telegraph

**‘Get a grip on nuclear power’ says  
CBI chief**

[www.niauk.org](http://www.niauk.org)

NIA

THE  TIMES

[www.timesonline.co.uk](http://www.timesonline.co.uk)  
**TIMES ONLINE**  
The best of The Times and The Sunday Times, in real time

**‘Britain is ready  
to go nuclear’**

**Minister declares  
nuclear  
‘renewable’**

[www.niauk.org](http://www.niauk.org)



FINANCIAL TIMES

**‘Nuclear power a serious  
option’ says Blair**



## Where we were:

- Energy – low on the public agenda
- Other topical issues centre stage
- Nuclear – polarised fixed opinions



NIA

Same old game!



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## What we needed:

- Consistent and effective communication
- To be listened to, not just heard
- To move the debate forward
- To engage not just react or defend

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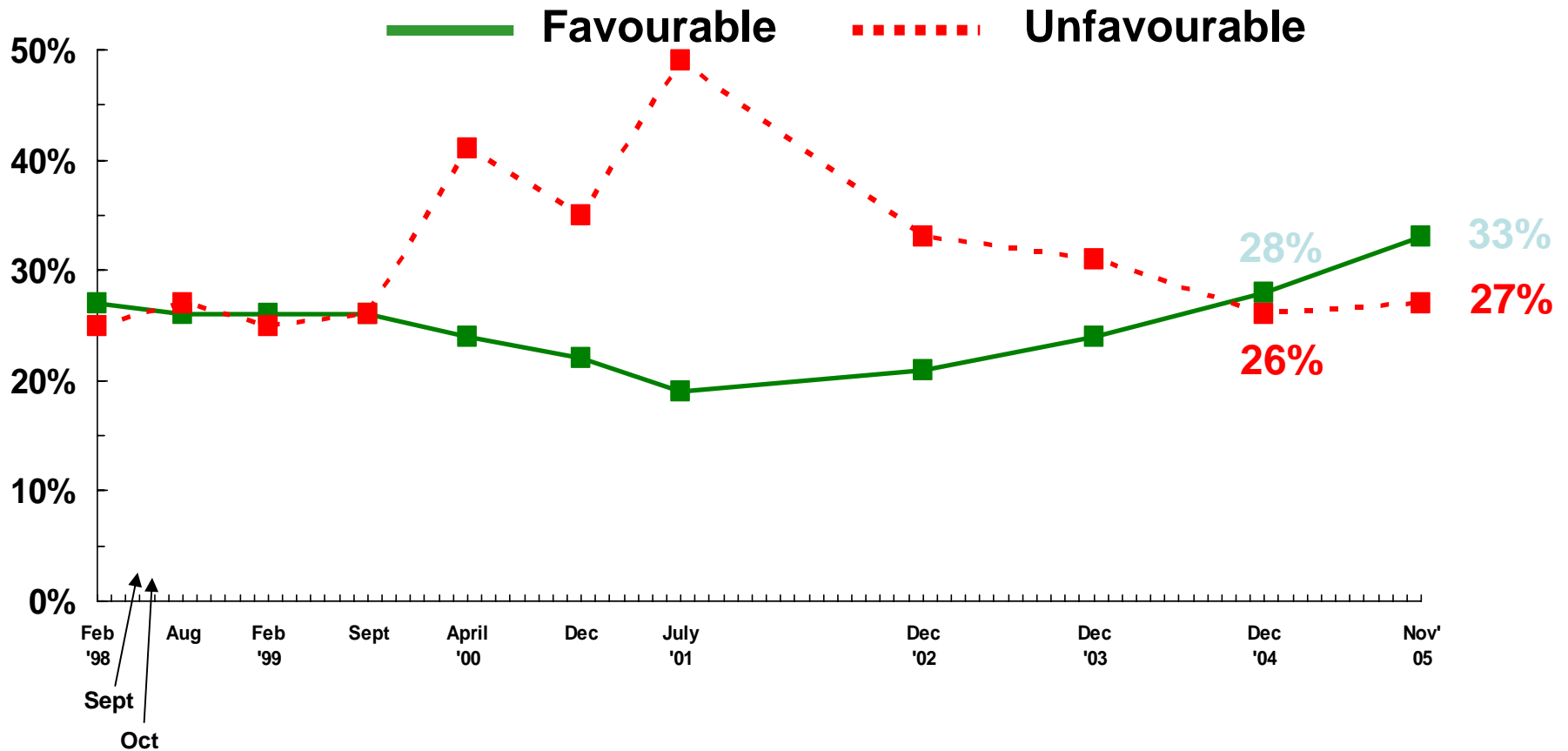
Not just louder and slower!



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# Public now more likely to be favourable than unfavourable to nuclear energy

Q *How favourable or unfavourable are your overall opinions or impressions of the nuclear industry/ nuclear energy?*

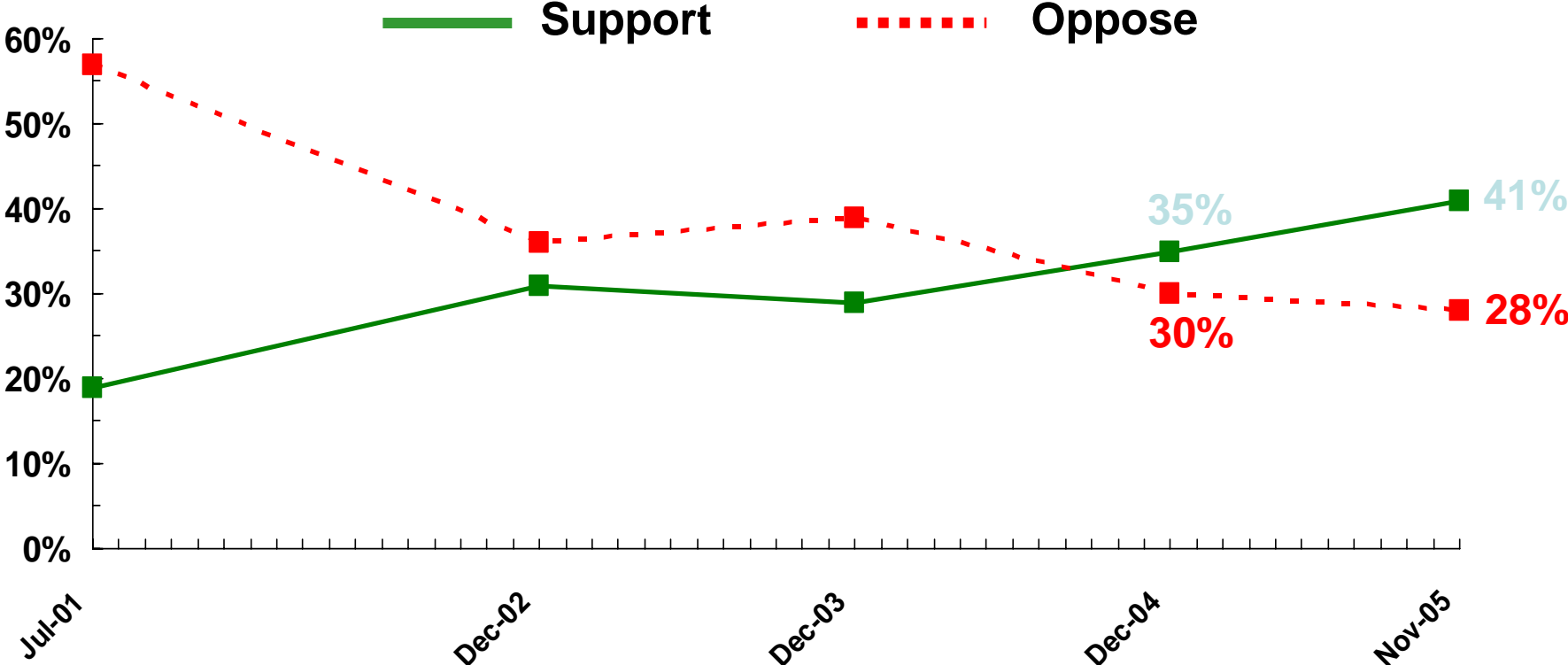


Base: All respondents c2,000

# Net support for newbuild now established



Q To what extent would you support or oppose the building of new nuclear power stations in Britain TO REPLACE those are being phased out over the next few years? This would ensure the same proportion of nuclear energy is retained.



Base: All respondents c2,000



FINANCIAL TIMES

**‘Green groups divided on  
campaign tactics’**

**‘If Britain goes nuclear, the greens will go ballistic’**



# BEYOND THE SURFACE

- **WHAT DID WE DO?**
- **HOW DID WE ENGAGE?**





## Psychological context:

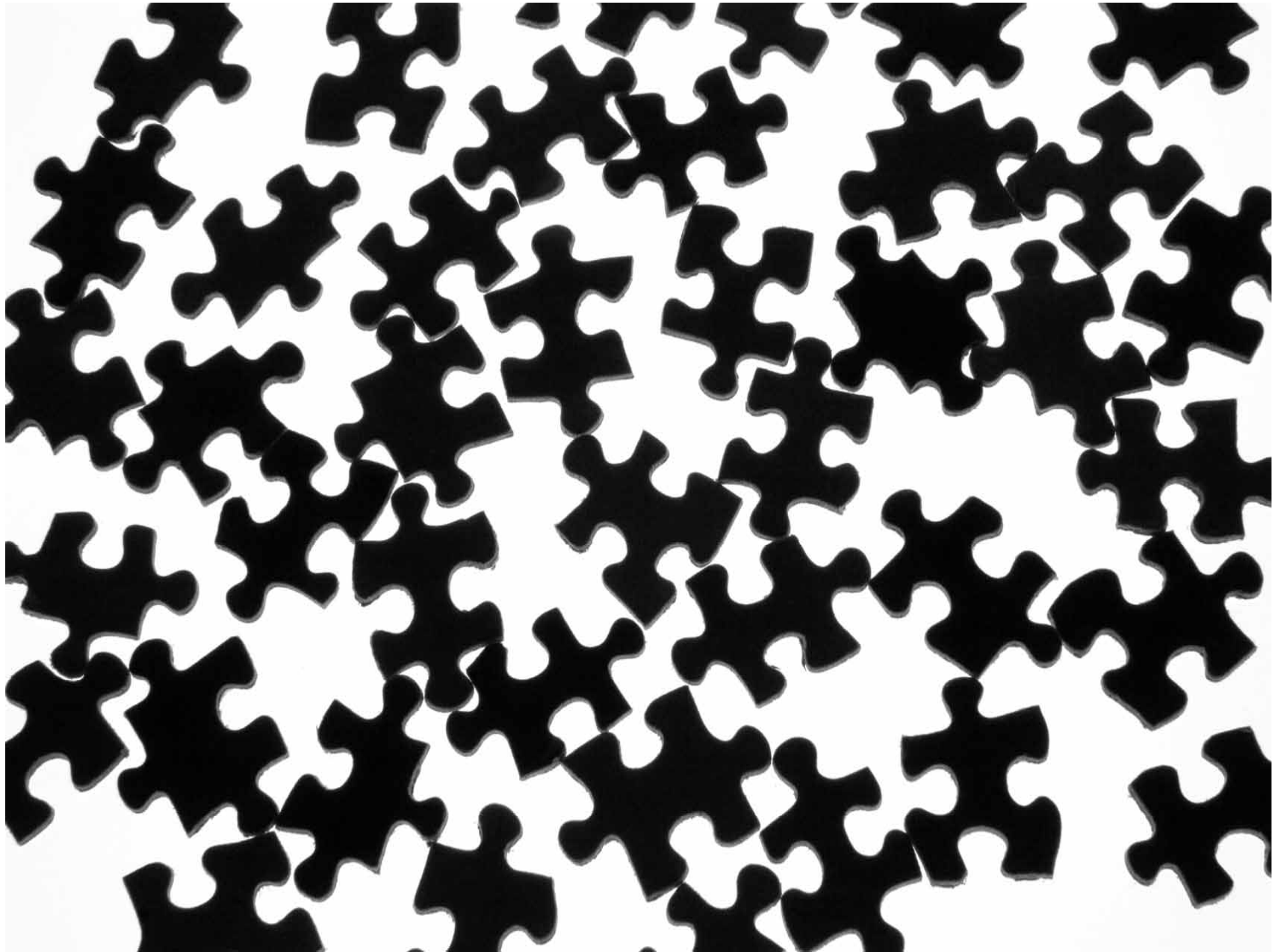
- Traditional communications were failing





## Psychological context:







# Risk analysis: Personal

**DOES IT MATTER TO ME?**

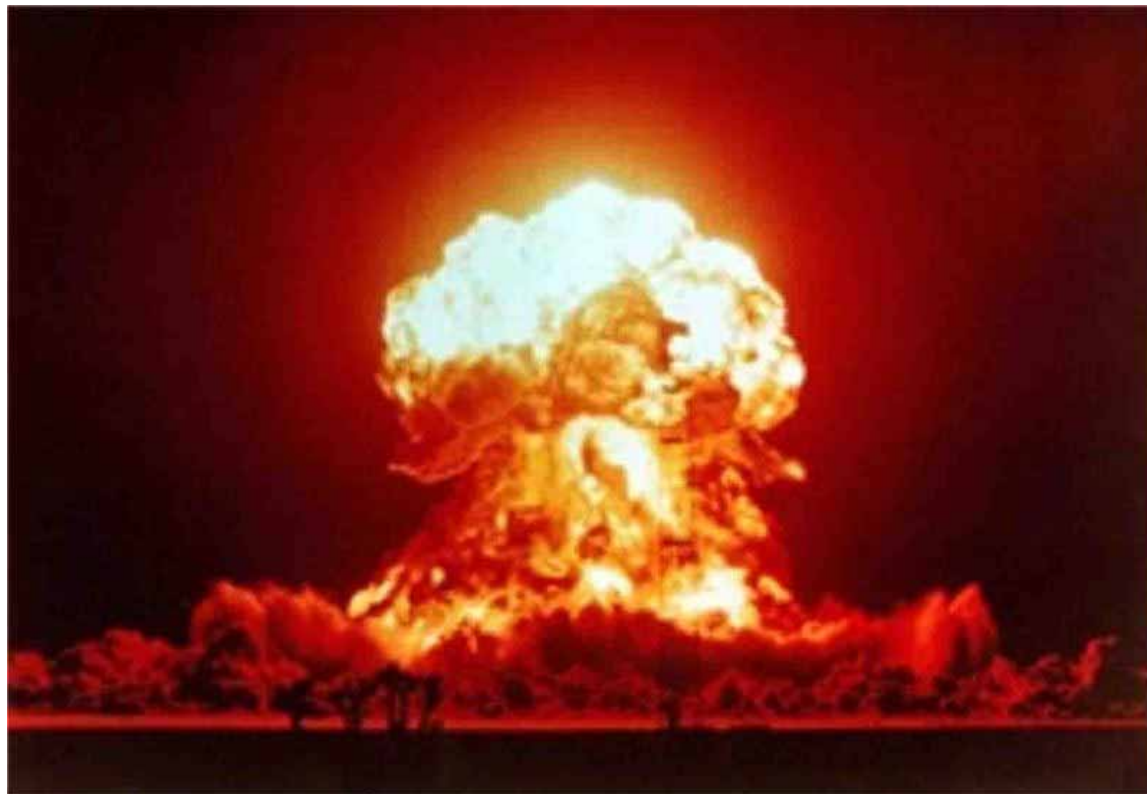


## Psychological context:

- Stakeholders attitudes fixed
- They did not trust the information given
- They saw no leadership

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Caught in a caricature:



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## Psychological context:

- Needed to encourage movement from 'feeling' to 'thinking'





## Attitude formation:

Nuclear Energy?

Nuclear = Nuclear Bomb



Nuclear Bomb = DANGER



**NUCLEAR = DANGER!**





## Psychological context:

- People will express an opinion whether they have knowledge or not
  - They will borrow
  - They will adopt
  - They will not want to look stupid

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# Conformity:



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# Personal risk analysis:

**DOES IT MATTER TO ME?**



Systematic process:

**HUBA**



## Psychological context:





Psychological approach:

$$BP = P + E$$



## Stakeholders:

- Press
- Public
- Parliamentarians





## Psychological approach:

- Understand stakeholders values
- Adapt the environment
- Understand the Stakeholders and increase our chance of persuasion



## The Process:

- Flash cards on contentious issues
- Knowledge based questionnaires
- Psychometric assessment
- Likert scale questionnaire to assess attitudes to the energy issue (later to nuclear energy)
- Information provision



## Methodology Conclusion:

- **Rigorous**
- **Risk free**
- **Non-attributable**



## Trust created:

- Personal beliefs rather than political affiliations
- Personal rather than editorial belief
- A personal interest in the relevance of the issue
- Greater knowledge and a greater thirst for more knowledge



## Findings:

- Value systems are vital
- Negative attitude prevails where lack of knowledge exists
- Stakeholders want more information (facts and figures) and if **it** matters...they want leadership

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Engagement:





# Tailored communication:





## Stakeholder success...

- Consider AUDIENCE risk analysis
- Speak in their language
- Play off the front foot
- Tell it in a way that matters...



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...to THEM

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Today, Tony Blair signals the first step to a new generation of nuclear power stations. What are the pros and cons?

**1** Generating electricity by nuclear reactors does not produce carbon dioxide, the principal greenhouse gas causing global warming and climate change. Britain's existing nuclear power plants reduce the nation's carbon emissions by between 7 and 14 per cent.

**2** Building new nuclear power stations will ensure the nation retains control over its own source of energy. Security of supply is essential in a volatile world where oil and gas come mainly from regions that could hold Britain to ransom.

**3** Nuclear power is mature technology and has proven reliability. It has been developed over 50 years and the latest reactors are reliable, clean and efficient. The last 10 nuclear reactors to be built in the world have been delivered on time and to their budget.

**4** Generating electricity by nuclear power is a 24/7 operation and is not subject to the vagaries of wind, sun or tides. It can be fine-tuned to meet peak demand and will not let us down in the depths of winter.

**5** As a former member of the nuclear club, Britain has the expertise to operate the new nuclear-fission reactors. By building new British reactors Britain will be well placed to develop cleaner fusion reactors.

**FIVE REASONS FOR NUCLEAR POWER**

reasons by threatening to disrupt supplies.

**1** Nuclear power produces radioactive waste that remains dangerous for tens of thousands of years. The Government still does not know what to do with the waste that has accumulated from more than 50 years of nuclear power. Costs of disposal are estimated at about £10bn.

**2** The technology of generating electricity from nuclear fission can also be used to produce nuclear weapons. Civil nuclear power has been used for a covert nuclear weapons programme by several regimes. Zimbabwe is the latest country suspected.

**3** Nuclear power stations are targets for terrorist attack. Terrorists are already believed to have targeted nuclear power plants, including one in Australia. Waste and fuel shipments are also at risk of being hijacked and used to manufacture a "dirty" bomb.

**4** The legacy of Chernobyl proves nuclear power is not without environmental risk. Although the risk may be small, the consequences of a catastrophic accident are incalculable.

**5** Nuclear power is not carbon free. Fossil fuels are needed to run the nuclear cycle, from mining the uranium ore and shipping it in Britain, to depositing of the huge volumes of radioactive waste.

**REPORT PAGE 2. LEADING ARTICLE PAGE 3.**

