

# Implementing Measures to Improve Relations with the Siting Community in the wake of the Issues about the Kashiwazaki-Kariwa Seismic Isolated Building



June 5, 2017  
Niigata Headquarters

# 1. Report Summary

- The Secretariat of Nuclear Regulation Authority ordered an investigation into the causes and facts concerning TEPCO's failure to give adequate explanation of the seismic resistance of the seismic isolated building during the Kashiwazaki-Kariwa Unit 6/7 compliance inspection meetings. (February 14)
- This resulted in a loss of trust of the governor and people of Niigata Prefecture, and much concern over this issue was expressed to us.
- A report on the causes and countermeasures for this incident was submitted to the Nuclear Regulation Agency on March 9 as it concerns problems with handling compliance inspections.
- In response to the concerns expressed by the people of Niigata Prefecture, a report on our reflection back on the explanations given to the people of the prefecture and improvement measures was given to the governor of Niigata Prefecture on April 19 in addition to the report submitted to the Nuclear Regulation Agency
- In order to strengthen dialogue with the Niigata region we shall continually implement the improvement measures reported to the governor. Detailed plans for implementing these measures in each department have already been completed, and three of the six improvement measures have already been commenced.
- We would like the Nuclear Reform Monitoring Committee to periodically assess the progress status of these improvement measures.

**⇒The following pages talk about our reflection for causing such great concern, the root causes of this incident and the direction and details of improvement measures implemented in light of the root causes.**

## 2. Summary of how we caused concern and the root causes

### <Incident Summary>

- The seismic isolated building was built in 2009 to be the base for countermeasures in the event of an emergency. However, with the issuance of the New Regulatory Requirements it was found that the seismic isolated building no longer fulfills the seismic resistance requirements of these new regulations, and it was explained at the review meeting in February 2015 that the facility would be used in conjunction with the TSC inside the Unit 3 reactor building.
- However, this was not proactively explained to the people of Niigata Prefecture and it was not conveyed that TEPCO had decided to use the seismic isolated building in conjunction with the TSC.
- Therefore, at the review meeting held in February of this year, it was stated that the seismic isolated building would not be used as a TSC, thereby causing great concern over the seismic resistance of the seismic isolated building by the governor of Niigata Prefecture and the people of Niigata Prefecture.

### <Root Causes>

- Interdepartmental communication that leverages the perspective of society during the course of work was lacking.
- There were insufficient company efforts to accurately and carefully explain important policies and safety initiatives to the people of Niigata Prefecture and society as a whole.
- There was a lack of awareness in regards to suitably and sufficiently explaining important issues, such as changes to safety measures, to Niigata Prefecture and plant siting community governments (Kashiwazaki City and Kariwa Village).

**⇒Behind these reflections and root causes lies a company culture of prioritizing company convenience over the perspective of society and focusing only on the company's objectives**

### 3. The direction of improvements and improvement measures **TEPCO**

■ Improvement directions ① to ③ and improvement measures ① to ⑥ for achieving these goals were created based on the root causes.

#### <The direction of improvements and improvement measures>

- ① **Better interdepartmental coordination between review managing departments and communications departments**
  - ① The newly established “Review Policy Verification Meeting” will be leveraged to share information between related departments on important plans related to safety measures ([Started in March 2017](#))
  - ② Niigata Headquarters public hearings implemented by executives of the Nuclear Power Division (Planned for July 2017)
- ② **Give sincere and detailed explanations to the people of Niigata Prefecture and society as a whole**
  - ③ Report communication initiatives at town hall meetings and elicit opinions (Planned for July 2017)
  - ④ Make efforts to further improve the details of explanations given to the public ([Started in March 2017](#))
  - ⑤ Continually implement awareness reform training about information disclosure and communication using problems that TEPCO has faced as case studies (Planned for September 2017)
- ③ **Sincerely convey in a detailed manner important issues, such as safety measure changes to the people of Niigata Prefecture**
  - In addition to ①② above,
  - ⑥ Enforce mechanisms for sharing information with Niigata Prefecture, Kashiwazaki City and Kariwa Village ([Started in May 2017](#))

⇒ **Continually undergo these reviews in order to confirm that TEPCO is acting for the local community and from the viewpoint of society, voluntarily identify potential problems, and make undying efforts to make improvements**

## 4. Development and flow of improvement measures

### Information Sharing

Strengthen coordination between the Head Office Nuclear Power Division and departments handling relations with the local community

#### <Improvement Measures ①>

Share information on inspection status between relevant departments and examine explanations given to external parties

Progress: **Started in March 2017**

### Corporate communication improvements

Formulate a corporate communications plan that gives explanations from the point of view of the community and society

#### <Improvement Measures ④>

Have departments handling community relations improve the details of explanations given to the community

Progress: **Started in March 2017**

### Corporate communications activities

Enhance corporate communications and give sincere and accurate explanations of important issue to the local government and the community

#### <Improvement Measures ⑥>

Explain the status of inspections to the local government based on the corporate communications plan

Progress: **Started in May 2017**

### Assessment

Subject corporate communications to a review from a third-party viewpoint

#### <Improvement Measures ③>

Give examples of improvements made to corporate communications during town hall meetings

Progress: **Planned for July 2017**

### Awareness Reforms

Continually implement training to develop the ability to read the attitude of the people of Niigata Prefecture towards nuclear power and TEPCO

#### <Improvement Measures ②>

Hold public hearings by Head office Nuclear Power Division executives at the Niigata Headquarters

Progress: **Planned for July 2017**

#### <Improvement Measures ⑤>

Repeatedly implement awareness reform training based on past problems with information disclosure and communication

Progress: **Planned for September 2017**

## 5. Conclusion

- The results of this investigation has made TEPCO deeply aware that behind these reflections and root causes lies a company culture of prioritizing company convenience over the perspective of society and focusing only on the company's objectives.
- In order to improve our company culture upon reflecting on these mistakes, we will engage in the improvement measures summarized in this report and prevent a recurrence of problems such as these upon clarifying where responsibility and authority lie.
- We shall report the progress of improved measures and receive opinions from the Nuclear Reform Monitoring Committee as third-party and continually undergo reviews in order to confirm that the TEPCO acting for the local community and from the viewpoint of society, voluntarily identifying potential problems and making undying efforts to make improvements.

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