

# Corporate Communication/Public Hearing Initiatives at Niigata Region

-Initiatives for Improvement in the Wake of Kashiwazaki-Kariwa Seismic Isolation Building Issue



October 5, 2018  
Niigata Headquarters

# 1. Overview of Improvement Measures

- **Directions ①~③ of improvement based on root causes, and improvement measures ①~⑥ for enabling these directions to be taken.**

⇒ Reflection and root cause analysis have shown that we have tendency to look from our own perspective and prioritize our own needs over society, which is a trait that needs to be improved.

## <The direction of improvements and improvement measures>

- ① **Strengthen coordination between Headquarter departments responsible for handling inspections and communications departments**

① An Inspection Plan Review Meeting will be leveraged to share important information on safety measures between departments (commenced in March 2017)

② Managers from the Headquarter Nuclear Power Division shall participate in Niigata Headquarter public opinion gathering activities (commenced in July 2017)

- ② **Give sincere and careful explanations to the people of Niigata Prefecture and society**

③ Report on communication initiatives, etc., at town hall meetings and gather opinions (commenced in July 2017)

④ Further improve the content of explanations given during corporate communications activities (commenced in March 2017)

⑤ Continually implement awareness reform training using case studies of company problems that have occurred with information disclosure and communication (commenced in September 2017)

- ③ **Convey important information, such as changes to safety measures, sincerely and carefully** (in addition to ①② above)

⑥ Strengthen information sharing and communication with Niigata Prefecture, Kashiwazaki City and Kariwa Village (commenced in May 2017)

⇒ Employ these measures to **strengthen the habit of acting from the perspective of society and with the principles of the local community** while also identifying new problems and continuing undying efforts to make improvements

## 2. Basic Policies of the Niigata Headquarters

- In order to act from the perspective of society and with the principles of the local community, the Niigata Headquarters has specified five basic policies that include strengthening “the ability to engage in dialogue and listen to opinions” in its Niigata Headquarters Action Plan “*Mamoru, Sonaeru, Kotaeru (Protect, Prepare, Respond)*” that was announced on March 30, 2018.
- The opinions received through dialogue with the people of Niigata Prefecture are reflected in actual company initiatives as we strive to manage the company with the principles of the local community.

### Five Basic Policies

#### 1 【Improve Safety】

1

- Reflect lessons learned from the 1F accident in safety measures and achieve the world’s highest level of nuclear safety

#### 2 【Reconstruct Management】

2

- Reconstruct the company’s management system so that it can independently take the responsibility for the nuclear power business while prioritizing safety

#### 3 【Preparedness Assistance】

3

- Develop and evacuation assistance based on the lessons learned from the 1F accident

#### 4 【Contribute to the Community】

4

- Seriously listen to the opinions and needs of the community and promote initiatives that match these needs

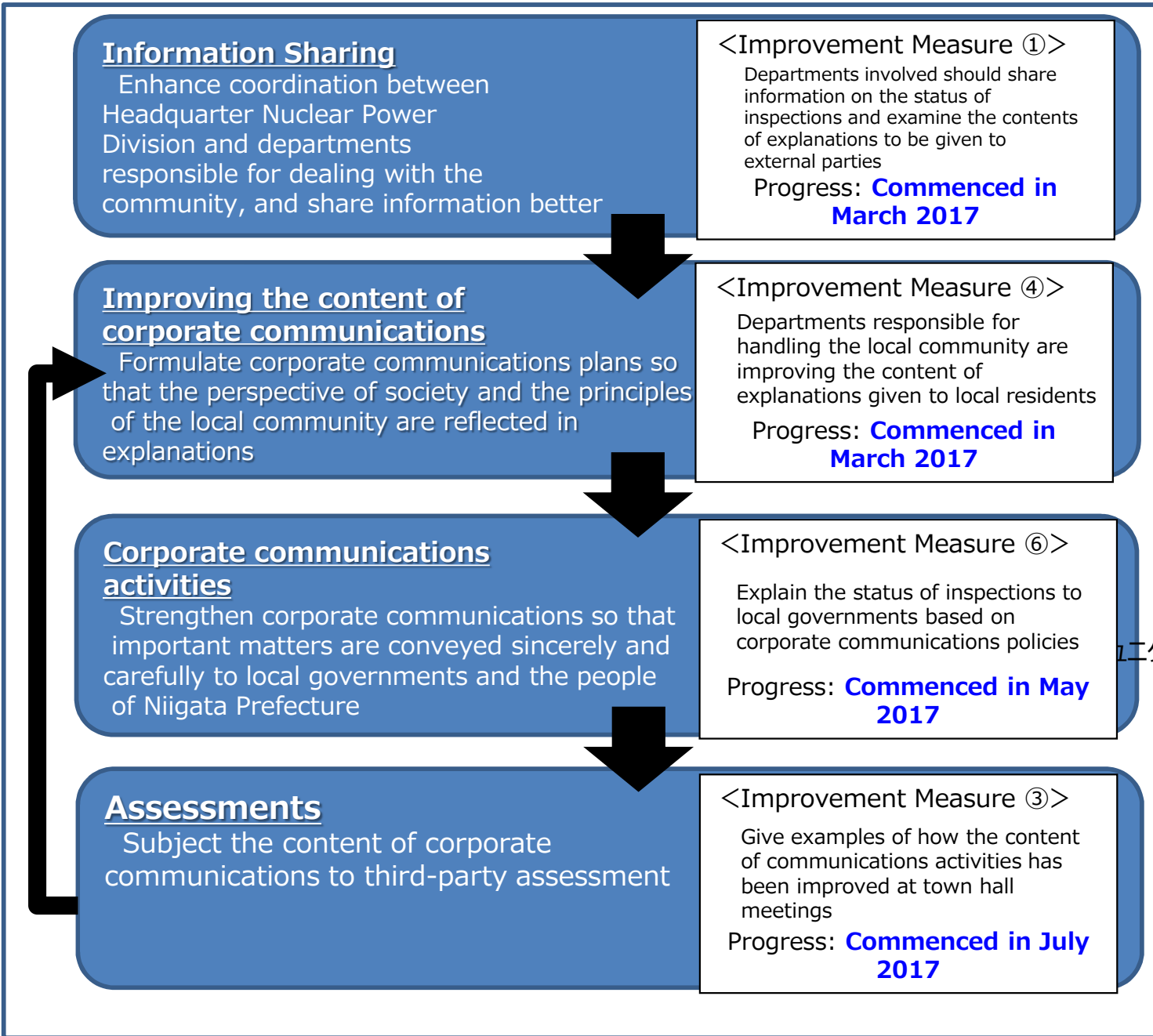
#### 5 【Engage in Dialogue and Listen to Opinions】

5

- Ensure that all company employees listen seriously to the opinions, concerns, questions, complaints, and encouragement from the community, and increase opportunities to engage in dialogue

まもる  
そなえる  
こたえる

# 3. Improvement Measure Development and Flow



**Awareness Reforms**

Continually implement training through activities to improve understanding so as to develop the ability to sense the concerns that Niigata Prefectural residents have about nuclear power and TEPCO

<Improvement Measure ②>  
Managers from the Headquarter Nuclear Power Division shall participate in Niigata Headquarter public opinion gathering activities  
Progress: **Commenced in July 2017**

<Improvement Measure ⑤>  
Continually implement awareness reform training using case studies of company problems that have occurred with information disclosure and communication  
Progress: **Commenced in September 2017**

## Information Sharing

### Improvement Measure

- ①. An Inspection Plan Review Meeting will be leveraged to share important information on safety measures between departments

### Achievements

- Utilizing opportunities like the Inspection Plan Review Meeting and the Inspection Information Sharing Meeting, etc., communications departments shall check the content of explanations to be newly given to external parties, as well as whether or not explanations that have already been given require revision, share information with related departments, and deliberate what explanations should be given to external parties
  - Inspection Plan Review Meeting: held 117 times (total)
  - Inspection Information Sharing Meeting: held 137 times (total)
- Since the end of November 2017, weekly meetings between the Kashiwazaki-Kariwa Nuclear Power Station, Niigata Headquarters and TEPCO HD Headquarters (regional relations, corporate communications and engineering departments) have been held in order to discuss troubles that have occurred at the power station, work that is being planned, and opinions from the local community.

### Notices

- Inspection Plan Review Meetings and Inspection Information Sharing Meetings have not been held since permission was received to modify the installation permit on December 27, 2017 because no inspections are being conducted
- These meetings will commence again in conjunction with renovation permission inspection schedules

## Improving the Content of Corporate Communications

### Improvement Measure

- ④. Strive to further improve the content of explanations given by corporate communication departments in order to explain events that have a social impact in an easy-to-understand and timely fashion

### Achievements

- Improvements are being implemented to completely convey information on events that are assumed to have a large social impact to community residents  
 【Primary examples and improvements】

Primary Example	Improvement Category	Prior to Improvement	After Improvement
<ul style="list-style-type: none"> <li>➤ Seismic resistance enhancement renovations to outdoor equipment on the Oominato side (liquefaction countermeasures) 【March 2018】</li> </ul>	<p><u>Corporate Communications policy</u></p>	<p><u>Explanation of new safety measures given after the detailed design stage was finished</u></p>	<p><u>Explanations given in advance when there is the possibility that a new safety measure will be implemented</u></p>
<ul style="list-style-type: none"> <li>➤ Other safety measure renovations including the above 【August 2018】</li> </ul>	<p><u>Corporate Communications methods</u></p>	<p><u>List of renovation progress distributed after explanation of detailed design of the safety measure work was given</u></p>	<p><u>Explanations of each safety measure given again in order to deepen understanding about work that has already been explained during the design stages</u>                      August: Tornado countermeasures, September: Power source countermeasures</p>

## Corporate Communications activities

### Improvement Measure

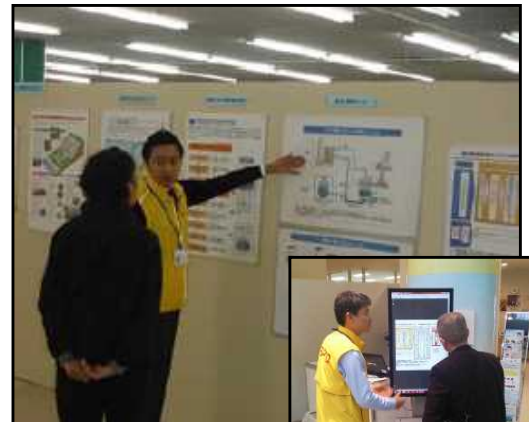
⑥. Strengthen communication between Niigata Prefecture, Kashiwazaki City and Kariwa Village, and report on the status of inspections in a suitable and appropriate manner

### Achievements

- As mentioned in slide five, events that are assumed to have a large social impact are quickly explained to approximately 550 organizations and companies which includes all 30 cities, towns, and villages, including Niigata Prefecture, Kashiwazaki City and Kariwa Village in Niigata prefecture.
- Furthermore, various corporate communications activities are engaged in so as to convey this information not just to local governments but to all the people in Niigata Prefecture
  - Press conferences by the Kashiwazaki-Kariwa NPS superintendent
  - Set up communication booths at various locations within the prefecture to enable explanations to be given face-to-face to prefectural residents
  - Use the "TEPCO News Letter" included with local newspapers to convey information to as many prefectural residents as possible



Regular press conferences by the Kashiwazaki-Kariwa NPS superintendent (monthly)



Communications booths  
At current time communication booths have been set up in 17 out of 30 cities, towns, and villages

**TEPCO 東京電力通信 第5号 2018年2月発行**

今月のお知らせ  
 ● 6、7号機の新規制基準への適合性について  
 ● 新規制基準に関する許認可のながれ  
 ● 新規制基準への適合性

**柏崎刈羽原子力発電所6、7号機の原子炉設置変更許可をいただきました**  
 引き続き、新規制基準の審査、県の検証、皆さまへのご説明に真摯に取り組んでまいります

昨年12月27日、当社は、原子力規制委員会が柏崎刈羽原子力発電所6、7号機の原子炉設置変更許可をいただきました。2018年9月27日に原子炉設置変更許可申請を提出し、審査がすすむ過程において様々なご指摘をいただきましたこと、安全対策等に際するご協力に感謝いたします。新規制基準の求めレベルに達することができたと考えております。今後、工事計画段階中段階より保安規定変更申請の審査に当たってまいります。新規制基準の掲げられた趣旨に、当社としても全力で対応してまいります。当社は、柏崎刈羽原子力発電所の更なる安全性・信頼性の向上に努め、皆さまのご懸念に対して真摯に説明を続けてまいります。

**新規制基準に関する許認可のながれ**

新規制基準への適合性審査には、「①原子炉設置変更許可」、「②工事計画」、「③保安規定」に関する審査があります。  
 昨年12月27日の原子炉設置変更許可は、安全規制等に関する基本的な考え方に一致を認められたためです。  
 また、「工事計画」は、新たに設置する設備との接続設計を定めるものであり、「保安規定」は原子炉安全に必要と認められたものを定めるものです。  
 今後、原子炉設置変更許可までの審査においていたいたご協力をいただき、工事計画や保安規定に反映させ、それぞれ審査していただくこととなります。  
 引き続き皆様は、これらの審査に真摯に対応してまいります。

**TEPCO News Letter distributed to all regions throughout the Prefecture**

# 4. Improvement Measure Achievements (4/6)

## Assessments

### Improvement Measure

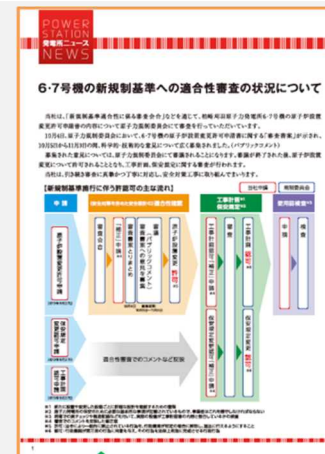
- ③. Give monthly reports on communication initiatives related to the Kashiwazaki-Kariwa Nuclear Power Station at town hall meetings and elicit opinions

### Achievements

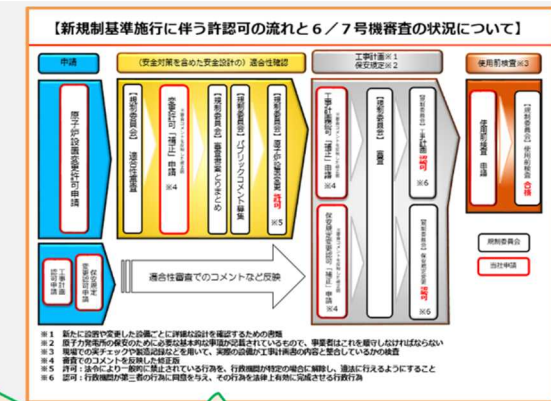
- Report on the content of regular press conferences by the power station superintendent and corporate communications initiatives by the Niigata Headquarters (content of explanations given at communication booths, etc.) at meetings of the Regional Committee for Ensuring Transparency of the Kashiwazaki-Kariwa Nuclear Power Station
  - Continuing to give monthly reports will create opportunities for dialogue about communications activities
  - There has been no criticism about the TEPCO's communications efforts by members of the regional committee

### Example of report

<b>Improvements</b>	Information about the status of new regulatory requirement compliance inspections for Units 6 and 7 printed in "News Atom" and "poster panels" erected
<b>Anticipated Concerns</b>	<ul style="list-style-type: none"> <li>- Newspapers and television have reported that "inspections have been passed" but the people are unaware as to the extent of progress</li> <li>- Will the plant recommence operation immediately after the inspection certificate is received from the Nuclear Regulation Authority?</li> <li>- Are explanations about the status of new regulatory requirement compliance inspections given to community residents insufficient?</li> </ul>
<b>Examined Issues, Innovations</b>	<ul style="list-style-type: none"> <li>- The basic flow until authorization is received in accordance with the new regulatory requirements was printed in the News Atom corporate communications letter</li> <li>- Poster panels were newly erected at communication booths to give better explanations</li> </ul>
<b>Actual Activities</b>	<ul style="list-style-type: none"> <li>- Information printed in the November issue of News Atom and distributed with newspapers (date of issue: November 5, 2017) Circulation: Approximately 33,000 copies; coverage area of newspaper: Kashiwazaki City, Kariwa Village and surrounding regions (Izumozaki town, parts of Nagaoka City (Oguni, Sekihara, Tsukayama))</li> <li>- Posted at communications booth in Tsubame City (November 22-26)</li> </ul>



The basic flow until authorization is received in accordance with the new regulatory requirements was printed in the November issue of the News Atom



It was noted that after permission to modify the reactor installation permit is received, inspections will be conducted in order to receive authorization on the construction plan and permission to modify safety regulations

Explanatory panels newly erected at the communications booth in Tsubame City



# 4. Improvement Measure Achievements (5/6)

## Awareness

### Improvement Measure

②. Managers from the Headquarter Nuclear Power Division shall participate in Niigata Headquarter public opinion gathering activities

### Achievements

- We have continually implemented the following awareness reform activities so as to develop the ability to sense the concerns that Niigata Prefectural residents have about nuclear power and TEPCO
  - Visits to all households in Kashiwazaki City and Kariwa Village
  - Explanations given to communications booth visitors at different locations in the prefecture
  - Listening to discussions at the meetings of the Regional Committee for Ensuring Transparency of the Kashiwazaki-Kariwa Nuclear Power Station
  - Visits to opinion leaders in Niigata Prefecture
- Participants have commented that, "it was a good opportunity for reflecting the opinions of community residents in my own duties," thereby leading to awareness reforms

### Event photos



Household visits



Communications booths



Regional Committee meeting

## Awareness Reforms

### Improvement Measure

- ⑤. Case studies on information disclosure and communication-related problems that occurred at TEPCO have been used to continually implement awareness reform training at the Niigata Headquarters, Kashiwazaki-Kariwa Nuclear Power Station and Headquarter Nuclear Power Division

### Achievements

- Awareness reform training implemented using case studies about problems stemming from past information disclosure and communication, such as the seismic isolation building issue, the drainage channel K issue, and the core meltdown issue.
  - Kashiwazaki-Kariwa Nuclear Power Station: All pertinent personnel have completed training
  - HQ: All pertinent personnel have completed training
  - Niigata Headquarters: 39/88 people have completed training (as of September 2018) ※
- According to a post-training questionnaire, 90% of participants became more aware of the importance of information disclosure and deliberating issues from the perspective of society
- ※ As of September there are many people at the Niigata Headquarters that have yet to complete training because there have been many transfers outside of the Nuclear Power Division. (As of the end of June, prior to transfers, all pertinent personnel had completed training) Training will be implemented in November 2018 for all those people who have yet to complete training

Kashiwazaki-Kariwa Nuclear Power Station



Headquarter Nuclear Power Division



Niigata Headquarters



### Training in different locations



# End of Presentation