Social risk management in nuclear cities: ROSATOM experience

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Abstract. The article examines the activities of the State Atomic Energy Corporation "Rosatom" on the implementation of social projects in the cities where nuclear facilities are located and improving the quality of territory management. The factors of social and political risk for the implementation of the programs of the State Corporation "Rosatom" for the development of nuclear cities are given. Possible methods for managing political risks in nuclear cities are presented.

Key words: nuclear cities, political risks, Rosatom State Corporation, risk management

The nuclear industry in Russia has historically been of strategic importance for the development of the country's energy system, as well as for ensuring the security and defense capability of the state. The main burden for the implementation of the strategic goals of the industry lies with nuclear cities.

A nuclear city is a municipality with a population of about several tens to one hundred thousand people, on the territory of which an enterprise of the nuclear industry is located, including a nuclear power plant, a radiochemical plant, an arms factory or a scientific institute. It is obvious that the main product of such a municipality will be the products of the city-forming enterprise. However, in modern conditions in the economy of nuclear mono-cities there has been a noticeable diversification [1].

In a market economy, the importance of the innovation sphere of the nuclear city has radically increased; high-tech municipalities are rightly expected to produce and introduce innovations. Thus, the main aspect of the development strategy of the State Atomic Energy Corporation “Rosatom” until 2030 will be the shift from the current global leadership in the nuclear industry to global technological leadership. [2] In addition to nuclear energy, the development strategy also includes a number of areas of activity that are fundamentally new for the State Corporation: entry into the wind energy segment and the development of hydrogen energy, the development of additive technologies and the production of advanced composite materials, etc. The importance of economic indicators has increased: contribution to regional domestic product, energy efficiency, energy cost, labor productivity and lean manufacturing have become key performance indicators of enterprises, setting the requirements for the urban environment. Personnel became a new product of the municipality: if earlier the municipality assimilated them on the basis of a centralized distribution of university graduates and attracting the best minds, now it produces well-trained
graduates of schools, branches of NRNU MEPhI, engineers, who, unfortunately, for various reasons are leaving the enterprises.

Thus, if earlier all enterprises and cities were part of certain industries in a unitary state with a planned economy and performed purely sectoral tasks, today they are included in markets, regional economies and political systems, global communications and social processes. In this regard, the influence of political risks on the productivity of enterprises and the socio-political mood of the population of atomic cities has increased.

The majority of the population of nuclear mono-cities are employees of the city-forming enterprises of "Rosatom", as well as their families. Close cooperation between the municipal authorities and the nuclear industry enterprises is an essential condition for the stable and successful social and economic development of the city. Along with state support for urban development, "Rosatom", in its turn, is actively involved in the implementation of social projects in the cities where nuclear facilities are located and improvement of the territory management quality. Thus, "Rosatom" is already implementing such large social projects as "Citizen of the Country "Rosatom" (the project is aimed at interaction with local authorities and public organizations to improve forms and methods for municipal governance, create a favorable socio-political and socio-economic climate), "Best municipal practices" (implementation of the best municipal practices in the territories of nuclear cities in order to increase the level of social well-being and reduce the level of social tension), "Glory to the Creators!" (a communication project on interaction, covering the older generation, creative elites and the younger generation, the purpose of which is to perpetuate the history of the formation and development of nuclear cities, transfer the knowledge and experience of the elder to the younger generation), "Rosatom' Culture Territory" (a program aimed at familiarizing residents of nuclear territories with the best examples of performing, visual and theatrical arts, as well as to support creative teams of cities), “Smart cities of “Rosatom”" (the introduction of digital city services to improve the efficiency of urban processes management and expand the possibilities of communication between the authorities and the population), etc. [3]

A number of nuclear cities are included in the project "Creation of territories of advanced social and economic development (TASED)". On the territory of TASED, in accordance with the decision of the Government of the Russian Federation, a special legal regime is established for carrying out entrepreneurial and other activities in order to create favorable conditions for attracting investments, ensuring accelerated socio-economic development and creating comfortable conditions for ensuring the life of the population. [4]

All these projects have a positive impact on changing the social and socio-political situation in the territories of presence. A feature of the cities where nuclear facilities are located is the high quality of human resources and professional qualifications of personnel which are capable not only of performing complex types of work at “Rosatom” enterprises, but also are actively participating in the development of municipalities, regions and the country as a whole [5].

The success of the projects will largely depend on the socio-economic state of each city where nuclear facilities are located. In modern conditions of a market economy, diversification of the nuclear industry, as well as a reduction in the volume of government orders, the influence of political risks in the territories of presence has increased. The following factors of socio-political risk for the implementation of the programs of the State Atomic Energy Corporation “Rosatom” for the development of nuclear cities can be distinguished:

1. Direct opposition to the implementation of “Rosatom” State Corporation programs by political organizations and public opinion leaders at the regional and local levels.
2. Decrease in the level of support for the implementation of programs and activities of the State Corporation from local and regional authorities.
3. Inaction of the third parties (heads of local and regional authorities, law enforcement and fiscal authorities in the territory of presence) to solve social problems and counteract radical groups that threaten the implementation of the programs of the State Atomic Energy Corporation "Rosatom".
4. Counteraction by environmental organizations.
5. Extending and increasing social requirements to the State Corporation from municipal and regional authorities.
6. Violation of agreements with the subjects of the Russian Federation, trilateral agreements on the implementation of comprehensive development programs.
7. Non-fulfillment of development programs for closed administrative-territorial entities (CATE) and other territories of the nuclear industry, failure to fulfill social obligations.
8. Failure to receive funds from federal and regional budgets to finance development programs for CATE and other areas of the nuclear industry.
9. Critical changes in the policy of social and labor relations at the enterprises of “Rosatom” State Corporation, which cause a sharp deterioration in public opinion and a decrease in the level of loyalty of local communities, local government bodies and regional government authorities.
10. Violation of social and political stability in connection with plans for the mass withdrawal of personnel.
11. Decrease in the level of loyalty at the enterprises of the State Corporation.
12. Formation of protest groups from the former employees of the enterprises of the State Corporation "Rosatom", who are actively involved in social and political activities.

The task of those responsible for managing socio-political risks in the regions where “Rosatom” is present is to respond in a timely manner and prevent negative consequences of possible events affecting the socio-political stability of the city. Such response methods can be the provision of support for the implementation of the programs of the State Corporation by interested parties; opposition to the activity of opponents of the implementation of the programs of the State Atomic Energy Corporation "Rosatom"; ensuring constructive relations with the authorities; management of the social tension level in the territories of presence; ensuring the implementation of agreements with the constituent entities of the Russian Federation; constant control and participation in the implementation of programs for the socio-economic development of the territories of presence; ensuring support by stakeholders of the social and labor relations policy at the enterprises of the nuclear industry; ensuring a high level of loyalty at the enterprises of the State Corporation; ensuring a high level of loyalty of opinion leaders.

As measures for the management of political risks in nuclear cities, it is possible to single out, first of all, the formation of databases on intra-elite relations, opposition groups and activists, leaders of public opinion and constantly monitor their activities. To successfully support the implementation of “Rosatom” programs, it is necessary to develop plans for communication with stakeholders depending on their level of interest and potential impact through information; periodic involvement in social activities and decision-making; organizing relations and partnerships with authorities; organization of monitoring and assessment of possible risks.

Ensuring constructive relations with the authorities is also an important task, which can be realized through the development of long-term plans of joint actions to ensure stable socio-economic development of the territories of presence, as well as the conclusion of various agreements on cooperation / partnership / interaction with authorities and local government. Measures to manage the level of social tension in the territories of the nuclear facilities are based on the study of public opinion with the subsequent development and implementation of sponsorship and charitable programs that have a beneficial effect on the social situation in the city, as well as the development of plans for accounting, audit and reporting on corporate social responsibility. One of the necessary conditions for the social and political stability of the urban
environment is to ensure a high level of loyalty at the enterprises of the nuclear industry, which can be ensured by conducting sociometric research, developing and implementing programs to increase citizens' involvement in the city's public life, as well as cascading information to opinion leaders. Studying the opinions of such public leaders, as well as regular contacts with them, will increase the level of loyalty of opinion leaders to the current government.

Thus, after analyzing the close relationship between municipalities and “Rosatom” in the implementation of social projects in the territories where nuclear facilities are located, we can conclude that the success of the programs is largely influenced by the socio-economic state of each individual territory of presence, as well as the quality of assessment and risk management, including political ones, and timely response to negative impacts.

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