



NATIONAL NUCLEAR REGULATOR

For the protection of persons, property and the environment against nuclear damage.



STRATEGIC PLAN OF THE NATIONAL NUCLEAR REGULATOR

2013 - 2018



FOREWORD

The Strategic Plan stipulates the organisations' long term intent and plans. These priorities are delineated into goals and objectives in order to address the breadth of the organisation's mandate. As per the requirement from National Treasury, the Strategic Plan spans a five year period from 2013-2018 and is structured in accordance with the requirements stated in the "Framework for Strategic Plans and Annual Performance Plans".

As a regulator, the NNR's ultimate goal is to protect persons, property and the environment from nuclear damage. The NNR Act stipulates specific functional areas of focus and related expectations.

The strategic plan therefore integrates these obligations, stipulations and functions into priority areas and discusses how these are going to address the overall mandate of the organisation within the time frame specified.

OFFICIAL SIGN OFF

It is hereby certified that this Strategic Plan:

1. Was developed by the Board of Directors supported by management of the National Nuclear Regulator under the relevant provisions of the strategic framework policies as prescribed.
2. Takes into account all the relevant policies, legislation and other mandates for which the National Nuclear Regulator is responsible for.
3. Accurately reflects the strategic outcome oriented goals and objectives which the National Nuclear Regulator will endeavor to achieve over the period 2013-2018



Thabo Tselane
Chief Executive Officer (Acting)



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Chairperson of the NNR Board



CONTENTS

A	STRATEGIC OVERVIEW	6
01	VISION	6
02	MISSION STATEMENT	6
03	VALUES	6
04	LEGISLATIVE AND OTHER MANDATES AND PROTOCOLS	6
	CONSTITUTIONAL MANDATES	6
	LEGISLATIVE MANDATES	7
	POLICY MANDATES	8
05	SITUATIONAL ANALYSIS	8
	DESCRIPTION OF THE STRATEGIC PLANNING PROCESS	8
	STAKEHOLDER INVOLVEMENT	9
06	INTERNAL ANALYSIS	13
	ORGANISATIONAL PERFORMANCE ENVIRONMENT	13
	RELEVANT COURT RULINGS	13
	RISK MANAGEMENT	13
B	STRATEGIC PRIORITIES, GOALS & OBJECTIVES	15
07	NNR PROGRAMS	17
C	CORPORATE BALANCED SCORECARD & ANNUAL PLAN (2013 - 14)	20
D	DETAILED PERFORMANCE SCORECARDS 13/14	32
E	FINANCIAL PROJECTIONS	40
	EXPLANATORY NOTES FOR THE FINANCIALS	43



PART A: STRATEGIC OVERVIEW



PART A: STRATEGIC OVERVIEW

VISION

To be an independent world class regulatory authority on nuclear safety

MISSION STATEMENT

To provide and maintain an effective and efficient national regulatory framework for the protection of persons, property and the environment against nuclear damage

VALUES

	Professionalism <i>We hold ourselves accountable to the highest standards of professionalism in everything we do</i>
	Integrity <i>We demonstrate integrity and ethical conduct in all we do</i>
	Excellence <i>We strive for excellence in all we do</i>
	Valuing People <i>We demonstrate that we value our people in all we do</i>
	Team Work <i>We demonstrate a team working approach across the NNR</i>
	Openness and transparency <i>We demonstrate our accessibility through openness and transparency in our interactions with all stakeholders</i>

Table 1: NNR Values

I. LEGISLATIVE AND OTHER MANDATES AND PROTOCOLS

The NNR has been established in terms of the National Nuclear Regulator Act 47 of 1999. As with all state owned entities (SOEs), the NNR is obligated to comply with the Constitution of the Republic of South Africa of 1996 (Act No.108 of 1996) and other legislation such as the National Environmental Management Act No. 107 of 1998 (NEMA), Public Finance Management Act No. 1 of 1999 (PFMA), and Treasury Regulations (TR) etc.

1.1 CONSTITUTIONAL MANDATES

The Constitution is the supreme law of the Republic and any law or conduct inconsistent with it is invalid. The NNR Act gives effect to the Constitution by setting out mechanisms for the protection of the persons, environment and property, thereby enhancing the quality of life, providing for the enjoyment of a right to life, clean environment and the right to health as enshrined in the Bill of Rights. The NNR regulatory mandate seeks to give effect to the true enjoyment and fulfilment of these rights by providing a mechanism for an environment that is underpinned by safety from nuclear damage.



1.2 LEGISLATIVE MANDATES

Section 5 of the NNR Act provides that the objectives of the Regulator are to:

1	Provide for the protection of persons, property and the environment against nuclear damage through the establishment of safety standards and regulatory practices;
2	Exercise regulatory control related to safety over the siting, design, construction, operation, manufacture of component parts, and decontamination, decommissioning and closure of nuclear installations;
3	Exercise regulatory control over other actions, to which this Act applies, through the granting of nuclear authorisations;
4	Provide assurance of compliance with the conditions of nuclear authorisations through the implementation of a system of compliance inspections;
5	Fulfil national obligations in respect of international legal instruments concerning nuclear safety;
6	Ensure that provisions for nuclear emergency planning are in place.

Table 2: NNR Act specific objectives

Furthermore, the Act stipulates that the functions of the Regulator are to:

1	Grant or amend nuclear authorisations;
2	Employ assets and deploy resources (hire, purchase, acquire);
3	Collaborate with other institutions for the collection and dissemination of scientific and technical information regarding nuclear energy;
4	Collaborate with other institutions regarding provision of instruction for or training of persons required by the NNR;
5	Provide financial and other assistance for the training of people to enable the NNR to perform its functions;
6	Insure itself against loss, damage, risk or liability;
7	Advise the Minister on: a. Conditions that may cause nuclear damage b. Items the Minister has referred to the NNR c. What the NNR thinks necessary;
8	Act as national competent Authority in connection with International Atomic Energy Agency's Regulations;
9	Conclude contracts to enhance the value of the services rendered by the NNR;
10	Prepare & submit annual report on the health & safety of workers, the public and environment associated with all sites.

Table 3: NNR functions



1.3 POLICY MANDATES

The National Nuclear Regulator (NNR) is mandated to provide for the protection of persons (the public and workers), property and the environment against nuclear damage as the competent authority for nuclear regulation in South Africa. This mandate is articulated in a number of policy documents or instruments as reflected herein below:

a. Nuclear Energy Policy

The Nuclear Energy Policy of the Republic of South Africa was published in June 2008. This policy presents a framework within which prospecting, mining, milling and use of nuclear materials as well as the development and utilisation of nuclear energy for peaceful purposes by South Africa shall take place. The document covers amongst others,

- the prospecting and mining of uranium ore and any other ores containing nuclear properties and materials
- the nuclear fuel cycle in its entirety, focusing on all applications of nuclear technology for energy generation.

One of the sixteen (16) principles of this Policy is that Nuclear Energy shall be used as part of South Africa's diversification of primary energy sources and to ensure security of energy supply.

b. Radioactive Waste Management Policy and Strategy for the Republic

In carrying out its regulatory mandate, the NNR ensures that policy guidelines and principles relating to radioactive waste management are supported for purposes of ensuring safety. The requirements relating to the management of radioactive waste are assessed and compliance is monitored for NNR authorisation holders.

c. International Conventions:

The NNR is a member of the International Atomic Energy Agency (IAEA) and is as such subject to industry specific international obligations in order to effectively assure nuclear safety. The assurance of nuclear safety is reinforced by a number of international instruments. These include certain Conventions such as the Convention on Nuclear Safety and Joint Convention on the Safety of Spent Fuel Management and on the Safety of Radioactive Waste Management that are legally binding on the participating States. South Africa, as a contracting party to these conventions is obliged to adhere to the articles of these conventions and to provide regular reports on compliance to these conventions and is subject to comments from peers to learn from best practices in an endeavour to strengthen nuclear safety. One of the objects of the NNR is to fulfil national obligations in respect of international nuclear instruments concerning nuclear safety such as the conventions mentioned above.

2. SITUATIONAL ANALYSIS

2.1 DESCRIPTION OF THE STRATEGIC PLANNING PROCESS

The strategy formulation process of the NNR is inclusive, focusing on how both the external and internal factors impact on the future operating environment of the organisation. The situational analysis was arrived at through the application of the PESTEL methodology. This means that the political, economic, social, technological, environmental and legislative landscapes are analysed in terms of their impact or influence on the business of the organisation. This analysis was specific to emerging issues in the political/policy arena, economic trends, relevant and significant social developments, and technological developments in the nuclear industry.



These factors are reviewed on an annual basis during the strategic planning process as they have an impact on the organisation's ability to deliver on its mandate as well as to assist management to position the organisation for future developments.

2.2 STAKEHOLDER INVOLVEMENT

The main objective of the Department of Energy in relation to its state-owned enterprises (SOE) is to ensure that each SOE, such as the NNR, contributes to the Department's objectives. The DOE strategic plan seeks to deliver results along specified strategic objectives some of which include; promoting energy security through reliable, clean, and affordable sources; universal access to energy sources, transformation of the energy sector amongst others. Although the NNR is not in the business of promoting energy but rather providing assurance with regard to the safety and security of nuclear energy, the strategic goal which is to ensure "**Effective Regulatory framework to assure Nuclear Safety and Security**" is directly aligned to these objectives as safe and secure nuclear sources are inevitably sustainable energy sources which in turn will lead to the realisation of the bigger goal of achieving energy security for the country.

In addition the NNR took into account the views and expectations of all industry stakeholders. This information forms part of the strategic planning process in that when goals and objectives are crystallised, stakeholder views are also factored in. The table below depicts interactions with various stakeholders whose input has been factored in the development of the strategy. The table also identifies stakeholders that were consulted.

STAKEHOLDER	DATE	STRATEGY TOPIC DISCUSSED
Meeting with Civil Society in Gauteng	6 June 2012 and 11 September 2012	Face to face information sharing on current and on-going nuclear safety regulation
Meeting with Civil Society in Eastern Cape	28 August 2012	
International Bilateral relations	17 -21 September 2012 16 – 23 October 2012	Technical cooperation and information sharing
Media	Surveyed in 2007, 2010 and Oct 2012.	Finding is that there is low levels of awareness of the NNR
Nuclear Safety Licensing and Liaison Committee (NSLLC) – Eskom & Necsa	28 August 2012	Regulatory requirements
Local Affected Communities Mines, Koeberg and Necsa	1st time these communities have been surveyed is this year Sept Oct 2012.	Assessing the level of awareness of the NNR
Parliamentary briefings / presentations	March 23rd	NNR Strategic Plan 2012-2017
Department of Energy	Quarterly Performance Reviews	Strategy Execution Performance

Table 4: Strategy related stakeholder interaction



For the 2013-2018 planning cycle the review of the PESTEL brought forth the following;

A. POLICY DISCUSSIONS POTENTIALLY IMPACTING ON THE NNR

Following are policy discussions still underway that may impact the NNR;

- i. The Control of developments around installations - of Nuclear Installations;
- ii. The taking over of Safe Guards function from NECSA
- iii. The taking over of Radiation Control Directorate from Department of Health (Group IV) hazardous substances group).

Should these be approved, it would mean a widening of the scope of the NNR's activities and will have significant implications for its capacitation.

B. INDUSTRY DEVELOPMENTS IMPACTING (TECHNOLOGICAL – ECONOMIC)

Industry developments impacting the NNR in the Medium to Long term were identified as follows;

- **Early Engagement for the New Nuclear Build program**

The government's Integrated Resource Plan for Electricity 2010-2030 (IRP) report indicates that 1600 MW of additional nuclear generation capacity must be in place by 2023. For this to be possible the licensing of a new nuclear power station would have to commence in 2013 at the latest, and the preliminary licensing engagement should start as soon as possible.

The NNR needs to commence early engagement with Eskom on long term aspects such as specifications, vendor qualification, manufacturing, site safety analysis, the Site Safety Report, including the Seismic Hazard Assessment for the relevant site.

In light of the IRP report a pipeline of NNR technical staff should be established for a fully-fledged new build project. It should be noted that preparatory work for the new build programme has already commenced. For example the NNR has developed regulations on siting of new nuclear power plants and on control of developments, as well as a strategy document for this project - Licensing of New Nuclear Power Plant SD-0003.

Position papers have or are being developed addressing a number of key issues such as:

- I. External events
- II. Vendor standards
- III. Manufacturing
- IV. Emergency planning zones
- V. Authorisations.

- **Steam Generator Replacement program at Koeberg Nuclear Power Station**

The NNR has received the proposed long term asset management interventions (LTAM) at Koeberg, including TPU-SGR-PLEX (Thermal Power Uprate (TPU), Steam Generator replacement (SGR) and Plant Life Extension (PLEX) from ESKOM. TPU is to involve a 10% increase in reactor thermal power. The SGR project involves



replacement of 6 steam generators (3 for each unit), which form a major part of the primary circuit connected to the reactors via pipework. The Department of Public Enterprises has approved the SGR project. Approval for TPU and PLEX will be requested at a later stage. The SGR project makes provision for TPU in the sizing of the new steam generators and in the safety analysis.

The NNR role is to review the licensee safety assessment to:

- Verify compliance with nuclear safety criteria;
- Verify that the safety assessment entails an acceptable analysis of the aspects of design and operation that are relevant to safety, including the analysis of risks associated with normal conditions and accident situations;
- Verify that the methods of analyses are appropriate for use and comply with licensing conditions;
- Ensure through various manufacturing oversight activities, that the characteristics of the components being manufactured are consistent with the material and design specifications;
- Ensure through various oversight activities, that the installation, testing and commissioning programme verifies the ability to operate the modified plant safely at the new operating conditions;
- Verify the quality of the safety assessment as evidenced by the professional competence, independence and integrity of the operator's experts and on the assessment and justification process itself. It is expected that the main bulk of the licensing work will commence in the first quarter of 2013.

Given the additional licensing effort, and the variability of the regulatory effort required, there will be implications on licence fees.

- **National Radioactive Waste Disposal Institute**

The National Radioactive Waste Disposal Institute act was promulgated in 2008 and applies to all radioactive waste in South Africa. It will be a schedule 3A entity in terms of the PFMA. Its operations will be regulated by the NNR. This will have an impact on the capacity of NNR to ensure that the institute covers the full spectrum of its mandate.

C. NEW STAKEHOLDER ISSUES (SOCIO- ECONOMIC)

Emerging stakeholder issues impacting on NNR business were identified as follows;

- Interaction with communities around tailings particularly in the West and East Rand will have to be part of the NNR's strategy agenda. This is viewed as necessary in order to gain cooperation when discussing and executing safety measures for communities living in the mine tailings. Further to this, closer cooperation with municipal authorities in terms of contaminated sites and relocation of affected communities is also to be nurtured.
- The NNR plans also to implement direct interventions with regards to rehabilitation of contaminated sites e.g. Wonderfonteinspruit Catchment Area (WCA). Public Safety Information Forums will be convened as part of the implementation plan to ensure wider participation from the affected communities and general public.

A further analysis of the PESTEL was articulated as follows;

Political Factors – The political decision taken with regard to South Africa's nuclear expansion program as articulated in the government's Integrated Resource Plan for Electricity 2010-2030 (IRP) report, indicates that 1600 megawatts of additional nuclear generation capacity must be in place by 2023. This requires the NNR to prepare and ensure that it is adequately resourced (financially, human resources, skills set) to meet these new developments.



Economic Factors – the global economic crisis is still an issue impacting on the NNR in the current cycle, and its impact is anticipated to have some lasting effects, particularly as it affects the organization's funding more directly. The implication of the recession is that governments, corporates and individuals are struggling financially and the South African Government is not exempt from this challenge. This has resulted in the South African government through the National Treasury, reducing the grants that are given to public entities including the NNR. The NNR's value proposition is highly vested in the technical skill of its employees. Inadequacy of the funding allocated to the NNR compromises the following:

- General capacity to execute and meet targets in light of competing alternatives where regulators join the holder's ranks due to more competitive remuneration and opportunities for skills development
- Retention of key skills i.e. in the short term the NNR has lost two of its electrical engineers amongst others , this will hamper the implementation of some of the key projects flagged for 2012/13

Social Factors - The challenges experienced at Tudor Shaft with regards to the identification of suitable areas for human settlements, mean that the Regulator has to increase its outreach and awareness programmes regarding safety issues as well as work closely with municipal entities to resolve these issues, as articulated earlier in the document.

Technological Factors - The proposed nuclear expansion programme will introduce some newer and updated technology to the country and thus require the NNR to update its regulatory framework, practices and update or acquire new skills. The implementation of the IRP2010 increases the scope of nuclear as part of the energy mix. The NNR will be confronted in the near future with the authorisation of potentially new reactor technologies for power generation as well as isotope production. Further the implementation of the Nuclear Energy Policy calls for the localisation of manufacturing of components as well as for the country to re-establish the capacity for the entire fuel cycle. Major modification and the upgrade of the power of the Koeberg reactors are also planned. All these will present various challenges relating to resources and potentially the licensing of new and unfamiliar technologies to the Regulator.

Environmental Factors - Unregulated radioactive sources such as those from environmental hazards posed by acid mine drainage, radon in dwellings and derelict and abandoned mines pose a safety management challenge. The perceived inaction of the NNR can only be addressed by the widening of the scope of our regulation as well as capacitating of the NNR financially.

Events such as Fukushima and issues around climate change require the Regulator to respond appropriately which in turn place additional burden on the already limited resources of the organisation and requires the NNR planning processes to be dynamic and responsive.

Legislative/ Legal Factors - the NNR has submitted the amendments to the NNR Act to the Minister of Energy in the first quarter of the financial year 2011 and anticipates approval to be granted so as to enable the organisation to be more effective in delivering its mandate..

INTERNAL ANALYSIS

It should be noted that it was not only the external situational analysis which was conducted in planning for the trajectory of the NNR for the next five years. Management also conducted an internal analysis in order to determine internal adequacies within the organisation to be able to fulfil its mandate.

The organisation's priority with regard to internal operations is the development and maintenance of sound organisational infrastructure and ensuring effective human capital management, which should lend the organisation well into an informed skills development path. Other areas of priority are with regard to improved planning and accounting for performance as well as leadership development in order to heighten the management proficiency required within the regulatory environment. These would significantly reinforce the efforts towards achieving targets set for performance.

ORGANISATIONAL PERFORMANCE ENVIRONMENT

The NNR achieved 75.3% performance against the predetermined targets for the financial year 2011/12. This marks an improvement from the last years' performance by 5.3%.

For this performance cycle, the bar has been set at 80%. It is anticipated that the proposed reinforcements in both the regulatory aspects that pertain to our mandate as well as efforts towards the improved internal operations will see the NNR discharging its mandate in a manner that leaves no doubt as to its value addition.

RELEVANT COURT RULINGS

There are no relevant court rulings that might impact the service delivery obligations of the NNR, save the McDonald's ruling which impacts the NNR's regulatory processes pertaining to the developments surrounding nuclear installations. The case of McDonalds' vs NNR and the Minister of Energy in terms of which the court invalidated the NNR guidance documents which sought to prohibit developments around Koeberg emergency Zone. The court ruled that the Minister could not delegate the function of developing regulations to control developments to the NNR. Accordingly this matter is being addressed through the development of the regulations that seek to control development around nuclear installations, which are currently under consultation with the City of Cape Town and will be approved by the Minister.

RISK MANAGEMENT

A risk assessment is conducted on an annual basis on the strategy and all aspects of operations. The organisational risk level was determined to be at level 3, which is a level higher than what was anticipated. This is a positive observation as it reflects that the NNR continues to monitor and manage this risk. Having stated that, there are specific areas of risk that are worth monitoring more keenly. These being

- Financial Viability and Sustainability

The NNR faces a risk of insufficient funding. This is caused by amongst others, the diminishing state allocation coupled with delays in the approval and gazetting of authorisation fees; difficulties in economic conditions and non-payment of authorisation fees by some authorisation holders. The financial model has been revised to counteract this risk with the expectation that it will serve as an effective mitigation.



PART B: STRATEGIC PRIORITIES, GOALS & OBJECTIVES



PART B: STRATEGIC PRIORITIES, GOALS & OBJECTIVES

The NNR has adopted the following strategic priorities and goals:

1. Effective Regulatory oversight and framework to assure Nuclear Safety and Security
2. Strengthen stakeholder relations and enhance corporate image
3. Create a high performance culture
4. Ensure financial viability and sustainability of the organisation
5. Develop and maintain sound organizational infrastructure
6. Enhance good governance
7. Ensure effective Human Capital Management

Goal 1	<p>Effective Regulatory framework to assure Nuclear Safety and Security To provide efficient and effective nuclear regulatory services</p>
Goal Statement	<ul style="list-style-type: none">• Develop and implement regulatory standards for regulation of NPPs, fuel cycle, research reactors, NORM facilities and other actions• Regulate the safe operation of existing holders and prepare for applications related to nuclear expansion programme• Conduct regulatory emergency preparedness & response and security exercises• To conduct reviews and assessments• Enhance regulatory programmes and apply safety focused research (to inform regulatory capacity)• Provide assurance of safety performance of holders through inspections, audits, investigations and taking of enforcement action for identified non-compliances• Strengthen independent analytical verification capability and capacity within the NNR• Fulfil international obligations in terms of the various conventions over which the NNR has jurisdiction
Goal 2	<p>Strengthen stakeholder relations and enhance the corporate image of the NNR To strengthen stakeholder relations and enhance the corporate image of the NNR</p>
Goal Statement	<ul style="list-style-type: none">• Effective Communication services to increase awareness of the NNR through regular and structured engagement with relevant stakeholders• Media Liaison that manages on-going interaction and communication between the Media and NNR.• Online Presence which updates and maintains the content of the NNR website• Stakeholder engagement which facilitates national and international cooperation• Implement a sound corporate social responsibility program
Goal 2	Create a High Performance Culture
Goal Statement	<ul style="list-style-type: none">• Defined and established set of regulatory safety standards and internal service standards• Institute and maintain performance management system for the organisation• Maintain a system for monitoring adherence to service level standards and agreements



Goal 4	Ensure Financial Viability and Sustainability of the Organisation To make sure that the NNR is financially viable and sustainable so that it can remain a going concern
Goal Statement	<ul style="list-style-type: none">• Implement procedures for effective and efficient financial management• Review financial liability framework and verify the adequacy of the level of financial security as entailed in the NNR Act• Ensure adequate cash flow and liquidity of the NNR
Goal 5	Develop and Maintain Sound Organisational Infrastructure
Goal Statement	<ul style="list-style-type: none">• Implement a knowledge management system• Ensure compliance with applicable legislation and policy framework• Maintain independent and effective governance structures
Goal 6	Enhance Good Governance
Goal Statement	<ul style="list-style-type: none">• Improve and maintain a system of internal controls• Ensure compliance with applicable legislation and policy framework• Maintain independent and effective governance structures
Goal 7	Ensure Effective Human Capital Management
Goal Statement	<ul style="list-style-type: none">• Attract, develop and retain skilled staff• Implement effective talent management and succession planning measures• Institute capacity development measures• Implement an effective performance management system• Maintain a positive employee relations environment• Develop and implement employment equity targets (EE etc.)



NNR PROGRAMS

Program	Program Purpose
Standards Authorisations & Reviews Assessments (SARA)	<p>The Standards, Authorisations Reviews and Assessments (SARA) division provides strategic leadership and management in the following areas;</p> <ul style="list-style-type: none">• Authorisations for Nuclear Vehicle Licences (NVL), Nuclear Installations (NIL), Certificate of Registrations (COR) and Certificates of Exemption (COE). The program produces standards related to the core themes such as risk analysis, structural analysis, nuclear engineering and structural engineering.• The Reviews and Assessments are conducted with regard to design safety radiation protection operational safety.• Managing of special projects such as the Fukushima project, Radiation Protection and Nuclear New Build.• Research and development is conducted on emerging issues regarding radiation protection
Compliance Assurance and Enforcement (CAE) Division	<p>The Compliance Assurance and Enforcement (CAE) division provides strategic leadership and management of the compliance and enforcement activities, processes and programmes for all the regulated nuclear technologies. The CAE division ensures the establishment of effective and efficient delivery systems related to the compliance assurance and enforcement activities in nuclear safety and security. This includes conducting compliance assurance inspections, audits, investigations, surveillances, environmental monitoring and sampling.</p>
Communication & Stakeholder Relations	<p>This programme provides strategic leadership for purposes of ensuring coherent coordination, consistency, quality, impact and responsiveness of NNRs communications and stakeholder engagements. It also assists to strengthen the system of NNR's communications and face-to-face engagements through sound stakeholder relations. This programme is also responsible for ensuring that the public is accurately informed about matters relating to nuclear safety and the roles and responsibilities of the NNR</p>
Corporate Support Services	<p>This programme provides strategic leadership and direction in the areas of Human Capital Management, Facilities Management, ICT and Occupational Health and Safety. The primary focus of the programme is in ensuring efficient processes and resources in support of the organization's strategic objectives.</p>
Financial Management & Administration	<p>This programme provides strategic financial leadership for the purposes of managing and directing the Finances of the NNR. The management includes financial planning, financial reporting, safeguarding of assets, and enforcing adherence to applicable legislations, effective supply chain processes and efficient usage of public funds. The program also covers oversight role in implementing financial systems that supports robust systems of internal control.</p>



Program	Program Purpose
Internal Audit	<p>Internal audit provides assurance to the NNR's stakeholders, that the organisation operates in a responsible manner by performing the following functions, amongst others:</p> <ul style="list-style-type: none">a) Evaluating the organisation's governance processes including ethics, especially the 'tone at the top';b) Performing an objective assessment of the effectiveness of risk management (outsourced) and the internal control framework;c) Systematically analysing and evaluating business processes and associated controls; andd) Providing a source of information, as appropriate, regarding instances of fraud, corruption, unethical behavior and irregularities <p>Internal Audit reports functionally to the Audit and Risk Management Committee (ARMCOM) and Administratively to the CEO.</p>
Risk Management	<p>Risk management is a systematic and formalised process instituted by the organisation to identify, assess, manage and monitor risks. While Enterprise-wide Risk Management is the application of risk management throughout the institution rather than only in selected business areas or disciplines. The Internal Audit and Risk department assists management by co-ordinating and facilitating the risk management activities within the NNR.</p>
Company Secretariat	<p>This programme provides for strategic leadership for purposes of ensuring the effective and efficient functioning of the Board and its Board Committees. This is done through providing the Board with quality, consistent and responsive administrative and logistical support. It also assist the Board and Board members to discharge their role and responsibilities. The programme is also mandated to ensure that it is the source to provide guidance on good corporate governance principles and practices for the Board and the organisation as a whole. This is done through, inter alia, that NNR's Board Compliance Index and other measures.</p>
Legal Counsel	<p>The purpose of this function is to provide the organisation with advise and guidance on all legal matters such as legislative drafting, interpretation of agreements and/or legislation, vetting of contracts, drafting of pleadings, and liaison with outside legal representatives.</p>
Strategy & Organisational Performance Management	<p>The purpose of this function is to ensure formulation, development of strategy and execution of the organisation's mandate in line with the NNR Act, utilizing a Strategic Plan that is aligned to National Planning Framework and Priorities. The function also monitors and evaluates organization performance, providing performance enhancing solutions that address performance gaps that will aid in the attainment of performance targets and intended outcomes.</p>



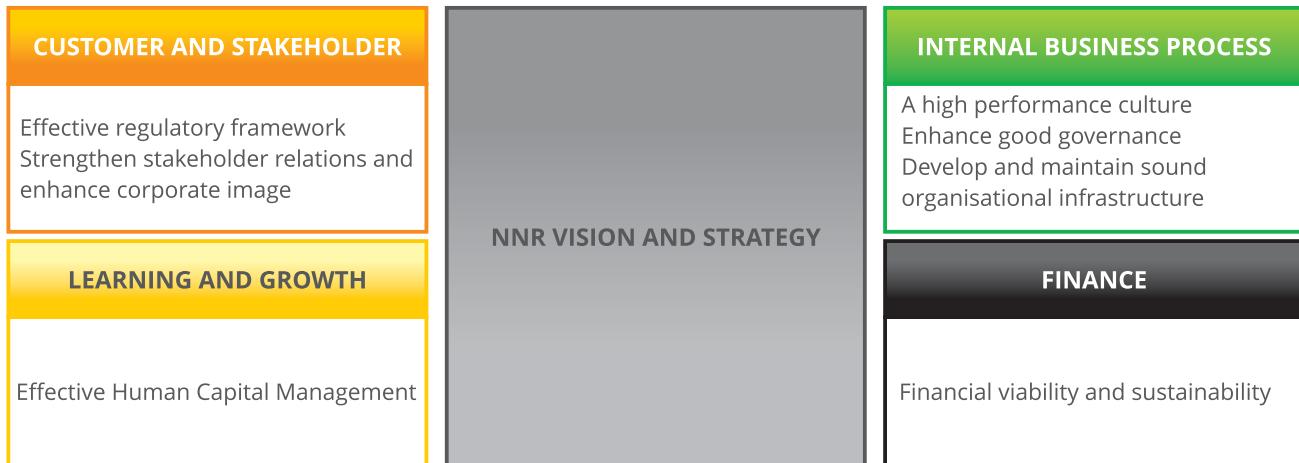
PART C: CORPORATE BALANCED SCORECARD & ANNUAL PLAN (2013-14)



PART C: CORPORATE BALANCED SCORECARD & ANNUAL PLAN (2013-14)

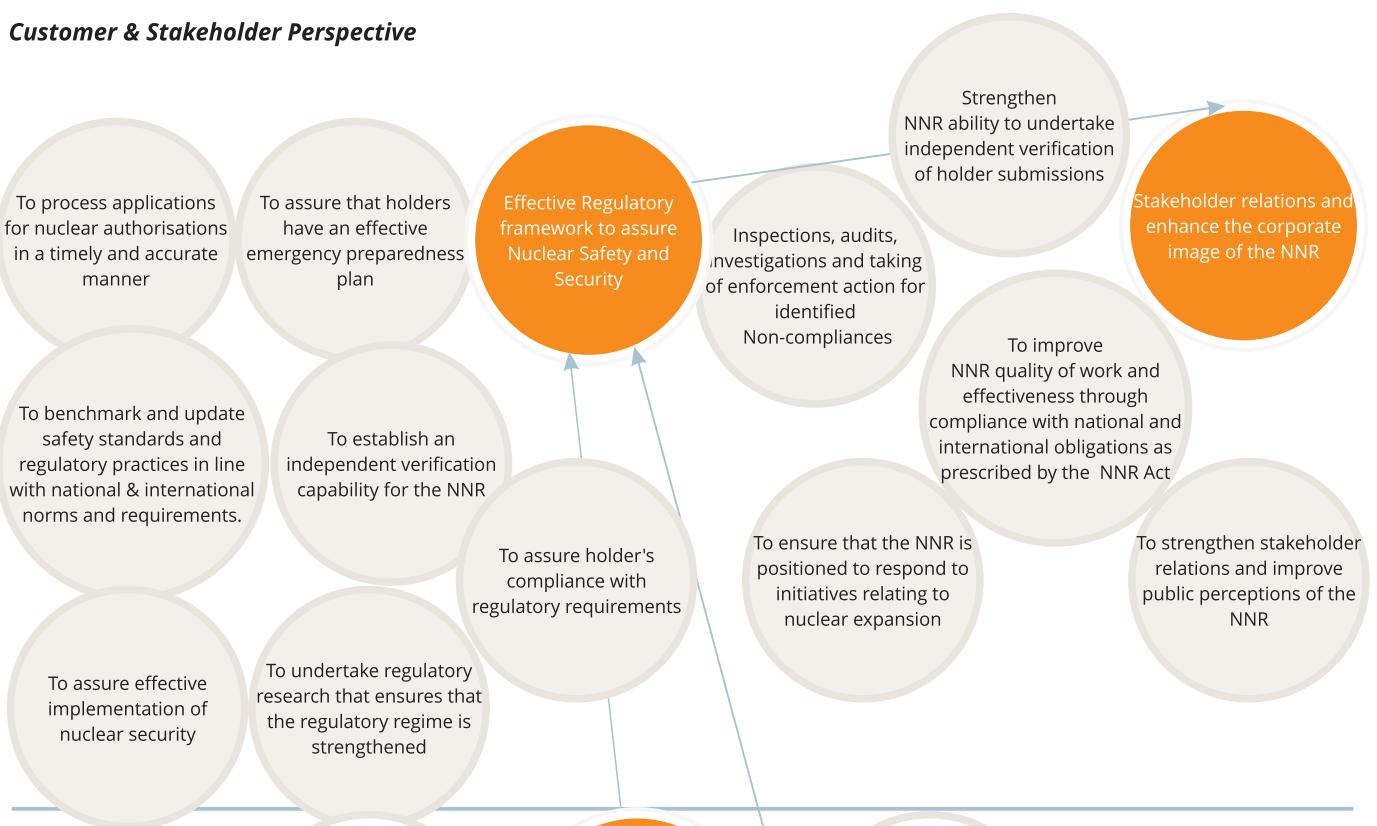
The NNR has adopted the balanced scorecard methodology to implement and monitor its strategy. The balanced scorecard approach will facilitate the cascading down and communication of the strategy to the entire organisation and its stakeholders.

The seven strategic priorities have been mapped on the corporate balance scorecard as follows:



The strategic priorities have been mapped into a balanced scorecard and high level measures of success have been identified in order to clarify execution. Below follows the NNR strategy map that further breaks down the strategic goals into strategic objectives for the 2013-2018 cycle as well as the 2012-2013 annual plan.

Customer & Stakeholder Perspective



Finance Perspective



Learning & Growth Perspective





FORECASTED PERFORMANCE OBJECTIVES 2013-17

Measure	KPI	2013/14	2014/15	2015/16	2016/17
CM1a: Level of responsiveness on various authorisations	CM1a: Number of days (Turn round time (TAT))	CoR:90 days; COE:180 days; NVL:180 days; <20% deviation on plan			
	CM1b: ratio of work performed against work planned for reviews & assessments	100%	100%	100%	100%
CM2a: Quality compliance assurance activities conducted	CM2a: The quantity of activities conducted in the three broad categories of NORM, NTWP & NPP	348 (NPP 58; NTWP :118; NORM: 172)			
CM2b: NNR enforcement measures taken	CM2b: % compliance with NNR enforcement measures	100%	100%	100%	100%
CM3: Percentage of corrective actions undertaken and validated	CM3:Extent to which holders have addressed issues raised by the NNR as per agreed schedule	100%	100%	100%	100%
CM3: Percentage of corrective actions undertaken and validated	CM3:Extent to which holders have addressed issues raised by the NNR as per agreed schedule	100%	100%	100%	100%
CM4:Percentage completion of the NNR specific SAT program of action relating to nuclear safety	CM4:% implementation of the program of action	80% of the implementation plan to be completed by Q4.	90% of the implementation plan to be completed by Q4.	100% of the implementation plan to be completed by Q4.	N/A

Measure	KPI	2013/14	2014/15	2015/16	2016/17
CM5:Implementation of the nuclear security strategy	CM5:% implementation of the strategy over stipulated period of time	Nuclear security inspection :29	Nuclear security inspection :29	Nuclear security inspection :29	Nuclear security inspection :29
CM6:Implementation of the key project milestones	CM6:% completion of action plan	60% of the action plan (i.e. commencement	80%	100%	N/A
CM7a:Research plan of action; Relevant studies covering emerging areas for safety regulation	CM7a: Research documents produced	PROCEDURE FOR PUBLIC HEARINGS;	Position papers as appropriate	Position papers as appropriate	Position papers as appropriate
CM 8:Plan of action covering pre-licensing issues related to nuclear expansion	CM8: implementation of the new build strategy document	100% implementation of plan	100% implementation of plan	100% implementation of plan	100% implementation of plan
CM9: % of action plan implemented	CM9: planned stakeholder engagement initiatives implemented	6 mining communities in Gauteng; 3 communities around nuclear installations; 3 civil society groups	As per implementation plan	As per implementation plan	As per implementation plan
CM 10a: level compliance to national and international obligations	CM 10: % of planned initiatives implemented	As per implementation plan for the period	As per implementation plan for the period	As per implementation plan for the period	As per implementation plan for the period
Measure	KPI	2013/14	2014/15	2015/16	2016/17
FM1 :Level funding/cost strategic program	FM1: Ratio	1:1	1:1	1:1	1:1
FM2:Variation from budget	FM2: % budget variation (either positive or negative)	<5% i.e. less than 5% variation from budget	<5% i.e. less than 5% variation from budget	<5% i.e. less than 5% variation from budget	<5% i.e. less than 5% variation from budget



Measure	KPI	2013/14	2014/15	2015/16	2016/17
PM1:Unqualified audit (external)	Rating (Qualified / unqualified)	Unqualified Audit Report;	Unqualified Audit Report;	Unqualified Audit Report;	Unqualified Audit Report;
PM2a:Effectiveness of the risk management systems and framework	PM2a: Risk Management activities implemented	100% of planned activities implemented	100% of planned activities implemented	100% of planned activities implemented	100% of planned activities implemented
PM3a: Level of Effectiveness of the NNR Governance structures	PM3: Compliance to Stipulated Standards of these structures	100% level of compliance to governance requirements			
PM4:Infrastructure down time (TAT)	PM4:Length of time it takes to restore systems	48hours	48hours	48hours	48hours
PM5a:Organisational Excellence Rating	PM5a: Rating in points and % Based on the Business Excellence Quality Model	500	600	700	900
PM6:Legislative compliance index	% Level of compliance with legislative requirements	100%	100%	100%	100%
Measure	KPI	2013/14	2014/15	2015/16	2016/17
LM1: Employee satisfaction level	LM1:% of employee satisfaction	75%	80%	85%	85%
LM2:Average staff performance level	LM2: % Average employee performance level	80%	80%	80%	80%

ANNUAL PLAN 2013 - 2014

Strategic Objective	Measure	KPI	Annual Performance target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
1. To process applications for nuclear authorisations in a timely and accurate manner	CM1a: Level of responsiveness on various authorisations	CM1a: Number of days (Turn round time (TAT))	CoR:180 ¹ days; COE:180 days; NVL:180 days; NIL 40mths (based on specific assumptions), NISL 24 months,				
	CM1b: ratio of work performed against work planned for reviews & assessments	100% of total agreed schedule	100%	100%	100%	100%	100%
2. To provide assurance of safety performance of holders through inspections, audits, investigations and taking of enforcement action for identified non compliance	CM2a:Quality compliance assurance activities conducted	CM2a:The quantity of activities conducted	² INSPECTIONS: 348 NPP 58; NTWP 118; NORM: 172 AUDITS NPP-1 NTWP-0 NORM-4 NORM -8	14	14	18	12
	CM2b: NNR enforcement measures taken	³ CM2b: % compliance with NNR enforcement measures	SAMPLES NPP-75 NTWP-77 NORM-352	NPP-18 NTWP-15 NORM-88	NPP-18 NTWP-22 NORM-88	NPP-18 NTWP-18 NORM-88	NPP-21 NTWP-22 NORM-88
			100%	100%	100%	100%	100%

¹ COR turnaround time has changed from 90 days to 180 day to cater for the compulsory public participation process.

² Annual target for inspections has changed from 335 to 348

³ KPI has been restated from "Zero/No repeat offences within 12 months of issuance of directive" to how it currently reads



Strategic Objective	Measure	KPI	Annual Performance target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
3. To assure that holders have an effective emergency preparedness plan	CM3a: Percentage of corrective actions undertaken and validated	CM3a: Extent to which holders have addressed on-compliances raised by the NNR as per agreed schedule	100%	100%	100%	100%	100%
	⁴ CM3b: Evaluation of emergency preparedness and response arrangements	CM3b: Planning and conducting of regulatory emergency exercise (conducting exercise per schedule)	NECSA EXERCISE & ECC	N/A	NECSA emergency exercise	N/A	N/A
		⁵ CM3c: Upgrade of ECC		Refurbished ECC			
4. To benchmark and update safety standards and regulatory practices in line with national and international norms and requirements	CM4: Percentage completion of the NNR specific SAT program of action relating to nuclear safety	CM4: % implementation of the SAT program of action	80% of the implementation plan to be completed by Q4.				
5. To assure effective implementation of nuclear security measures by holders	CM5a: Implementation of the nuclear security strategy	CM5: % implementation of the strategy over stipulated period of time	⁶ NUCLEAR SECURITY INSPECTIONS (29)	5	10	9	5
	⁷ CM5b: work planned for reviews & assessments	CM5b: 100% of total agreed schedule	Nuclear Security REVIEWS AND ASSESSMENTS	100% of planned schedule			

⁴ New addition to address the broader requirement to conduct emergencies exercises

⁵ New KPI to cater for the upgrade of the Emergency Control Centre. This also replaces the previous CM4 "harmonised compliance assurance and enforcement program", which has been achieved

⁶ Nuclear security annual and quarterly targets changed to cater for specific security inspections required in line with safety inspections in CM2a.

⁷ New measures and KPIs under nuclear security

Strategic Objective	Measure	KPI	Annual Performance target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	CM5c: Evaluation of nuclear security exercise and response arrangements	CM5c: Planning and conducting of regulatory emergency exercise (conducting exercise per schedule)	NUCLEAR SECURITY EXCERCISE	N/A	N/A	N/A	KNPS
6. To establish an independent verification capability for the NNR	CM6: Implementation of the key project milestones	CM6: % completion of action plan	60% of the action plan	⁸ 30%	40%	50%	60%
7. To undertake regulatory research that ensures that the regulatory regime is strengthened	CM7a: Research plan of action; Relevant studies covering emerging areas for safety regulation	CM7a: Research documents produced	⁹ PROCEDURE FOR PUBLIC HEARINGS;	N/A	N/A	N/A	1
	CM7b:Research projects in line with framework	CM7b:Number of research projects completed	2	N/A	N/A	N/A	2
8. To ensure that the NNR is positioned to respond to initiatives relating to nuclear expansions	CM 8:Plan of action covering pre-licensing issues related to nuclear expansion	CM8: implementation of the nuclear expansion strategy document	100% implementation of plan	Funding (signed MOA with Eskom)	Recruitment	Source TSO support	Training of staff
9. To strengthen stakeholder relations and improve public perceptions of the NNR	¹⁰ CM9: % of action plan implemented	CM9: planned stakeholder engagement initiatives implemented	6 mining communities in Gauteng; 3 communities around nuclear installations; 3 civil society groups	N/A	2 mining 1 NPP 1 civil	2 mining 1 NECSA 1 civil	2mining 1 Vaalputs 1 civil

⁸ Restated quarterly targets for the laboratory

⁹ Specified annual target for regulatory research for both CM7a and CM7b

¹⁰ Measure and KPI changed from Stakeholder perception to stakeholder engagement plan and activities to reflect more of the NNR's proactive work with regard to stakeholder management



Strategic Objective	Measure	KPI	Annual Performance target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
10. To improve NNR quality of work and effectiveness through compliance with national and international obligations as prescribed by the NNR Act.	CM 10a: level compliance to national and international obligations	¹¹ CM 10a: % of planned initiatives implemented	Implementation as per plan	N/A	Establishment of the National Safety standards Committee	N/A	Implement IAEA project on strengthening of regulatory infrastructure	
	¹² CM11b: Implementation of agreed bi-lateral schedule	CM11b: planned bilateral initiatives implemented	100% implementation of schedule	100% implementation of schedule				
12. To ensure that the NNR continues to remain a financially viable entity i.e. Adequate revenue to meet NNR strategic objectives.	FM1: Level of funding versus cost of strategic program (alignment of budget to strategic programs)	FM1: Ratio (Regulatory activities are adequately funded)	1:1	1:1	1:1	1:1	1:1	
13. To ensure prudent financial management in the NNR i.e. Ensure that strategic objectives are executed in accordance with allocated funds	FM2: Variation from budget	FM2: % budget variation (either positive or negative)	less than 5% variation from budget	5% i.e. less than 5% variation from budget	5% i.e. less than 5% variation from budget	5% i.e. less than 5% variation from budget	5% i.e. less than 5% variation from budget	

¹¹ KPI and quarterly targets have been restated to read as stated

¹² New measure and KPI to address bilateral agreements ⁶ Nuclear security annual and quarterly targets changed to cater for specific security inspections required in line with safety inspections in CM2a.



Strategic Objective	Measure	KPI	Annual Performance target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
14. To improve and maintain an effective system of internal controls	PM1: Unqualified audit	Rating (Qualified / unqualified)	Unqualified Audit Report;				
15. To improve and maintain an effective system of internal controls and risk management	¹³ PM2a: Effectiveness of the risk management systems and framework	PM2a: Risk Management activities implemented	100% of planned activities implemented	Risk management manual (incl. policy, strategy and plan) reviewed and approved	50% of planned activities implemented	80% of planned activities implemented	100% of planned activities implemented
	PM2b: Fraud Risk management plan developed and implemented	PM2b: fraud risk management activities implemented	100% of planned activities implemented	Fraud Risk management manual	50% of planned activities implemented	80% of planned activities implemented	100% of planned activities implemented
16. ¹⁴ To develop and maintain independent and effective governance structures	PM3a: Level of Effectiveness of the NNR Governance structures	PM3: Compliance to Stipulated Standards of these structures	100% level of compliance to governance requirements				
17. To develop and maintain independent and effective governance structures	PM3b: Level of Efficiency of Board Administration processes	PM3b: % evaluation of board administration process efficiency	100% level of efficiency	100% level of efficiency	100% level of efficiency	100% level of efficiency	100% level of efficiency
18. To develop and maintain sound organizational infrastructure	PM4a: Infrastructure down time (TAT)	PM4a: Length of time it takes to restore systems	48hours	48hours	48hours	48hours	48hours

¹³ Previous measure was Risk Maturity Level which has been changed due to the review of the SOE risk guidelines from National Treasury

¹⁴ Correct objective inserted and changed; Measure and KPI inclusive of broader governance structures and not just in respect of Board as previously stated.



Strategic Objective	Measure	KPI	Annual Performance target	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
	¹⁵ PM4b: Electronic content management program	100% implementation of the ECM plan	100%	15%	40%	70%	100%	
	PM4c: Complete approved infrastructure expansion plan	Implementation of approved plan	% implantation of approved plan	Implementation of approved plan				
19. To establish and maintain a high performance culture through defining, developing and implementing quality management programs and standards	¹⁶ PM5a: improvement on baseline Organisational Excellence Rating	PM5a: Rating in points and % Based on the Business Excellence Quality Model	500 excellence points	Implementation of prioritised initiatives : on Criteria 1: Leadership	Implementation of prioritised initiatives : on Criterion 3&7: People & People Result	Implementation of prioritised initiatives : on Criterion 2: Policy & Strategy	Implementation of prioritised initiatives : on Criterion 4: Partnerships & Resources	
20. To ensure compliance with applicable legislation and policy framework	PM6:Legislative compliance index	% Level of compliance with legislative requirements	As per plan	Determine baseline	Determine quarterly compliance level	Determine quarterly compliance level	100% of level of compliance	
21. To have satisfied and productive employees	¹⁷ LM1:Average staff performance level	LM1: % Average employee performance	80% Average employee performance level					
22. To be the employer of choice	LM2:Employee satisfaction level	LM2:% of employee satisfaction	80% Average employee satisfaction level					

¹⁵ New ICT measure to address electronic content management

¹⁶ Removal of KPI and Measure PM5b: level of organisational performance. This was viewed as the culmination of all measures which is stated at in quarterly and annual reports and thus did not require repeat mention.

¹⁷ Swapping of measures and KPIs for LM1 & 2 to align better with objectives.



PART D: DETAILED PERFORMANCE SCORECARDS 13/14



CUSTOMER STAKEHOLDER - DETAILED PERFORMANCE SCORECARDS 13/14

Strategic Objective:	To process applications for nuclear authorisations in a timely and accurate manner
Strategic Program:	Standards Authorisations Reviews & Assessments SARA
Key Performance Indicator:	CM1a: Number of days (Turn round time (TAT))
Annual Target:	CoR:180days; COE:180 days; NVL:180 days; NIL 40mths (based on specific assumptions), NISL 24 months
Strategic Initiatives and Action plans 13/14	
1. Assessment of authorisation applications and associated safety cases (new applications , CORs, COEs, NILs and NVLs)	
Strategic Objective:	To process applications for nuclear authorisations in a timely and accurate manner
Strategic Program:	Standards Authorisations Reviews & Assessments SARA
Key Performance Indicator:	CM1b: ratio of work performed against work planned for reviews & assessments
Annual Target:	100% of total agreed schedule
1. Develop computer codes and partnering framework 2. Develop a system / tool to monitor period of reviews and assessments and authorisations 3. Processing of assessments and reviews (with focus on improved scheduling)	
Strategic Objective:	To provide assurance of safety performance of holders through inspections, audits, investigations and taking of enforcement action for identified non compliance
Strategic Program:	Compliance Assurance & Enforcement (CAE)
Key Performance Indicator:	CM2a:Compliance assurance activities conducted
Annual Target:	CM 2a: 348 (NPP 58; NTWP :118; NORM: 172)
Strategic Initiatives and Action plans	
1. Conduct inspections, audits and investigations. 2. Ensure environmental verification monitoring is conducted	



Strategic Objective:	To provide assurance of safety performance of holders through inspections, audits, investigations and taking of enforcement action for identified non compliance
Strategic Program:	Compliance Assurance & Enforcement (CAE)
Key Performance Indicator:	CM2b: % compliance with NNR enforcement measures
Annual Target:	100%
Strategic Initiatives and Action plans	
<ul style="list-style-type: none"> 1. Develop the norms and standards for enforcement guidance document 2. Carry out enforcement actions as appropriate 3. Conduct Fukushima audit 	
Strategic Objective:	To assure that holders have an effective emergency preparedness plan
Strategic Program:	Compliance Assurance & Enforcement (CAE)
Key Performance Indicator:	CM3a: Extent to which holders have addressed on-compliances raised by the NNR as per agreed schedule
Annual Target:	100%
Strategic Initiatives and Action plans	
<ul style="list-style-type: none"> 1. Conduct emergency exercise at NECSA facility 2. Refurbish the Emergency Control Centre (ECC) 	
Strategic Objective:	To benchmark and update safety standards and regulatory practices in line with national and international norms and requirements
Strategic Program:	Standards Authorisations Reviews & Assessments SARA
Key Performance Indicator:	CM4: % implementation of the SAT program of action
Annual Target:	80%
Strategic Initiatives and Action plans	
<ul style="list-style-type: none"> 1. Develop regulatory training program 2. Develop safety standards for new reactor designs 3. Develop remediation strategy 4. Develop waste management and decommissioning regulations and guidelines 5. Development of the Quality Management System 6. Multiskilling of inspectors 	



Strategic Objective:	
Strategic Program:	Compliance Assurance & Enforcement (CAE)
Key Performance Indicator:	CM5: % implementation of the strategy over stipulated period of time
Annual Target:	NUCLEAR SECURITY INSPECTIONS (29)
Strategic Initiatives and Action plans	
1. Conduct nuclear security inspections	
Strategic Objective:	To establish an independent verification capability for the NNR
Strategic Program:	Standards Authorisations Reviews & Assessments SARA
Key Performance Indicator:	CM6: % completion of action plan
Annual Target:	60% of the action plan
Strategic Initiatives and Action plans	
1. Establish a functional laboratory for independent verification of environmental samples	
Strategic Objective:	To undertake regulatory research that ensures that the regulatory regime is strengthened
Strategic Program:	Standards Authorisations Reviews & Assessments SARA
Key Performance Indicator:	CM7a: Research documents produced
Annual Target:	1 procedure
Strategic Initiatives and Action plans	
1. Develop procedure for public hearings	



Strategic Objective:	To ensure that the NNR is positioned to respond to initiatives relating to nuclear expansions
Strategic Program:	Standards Authorisations Reviews & Assessments SARA
Key Performance Indicator:	CM8: implementation of the nuclear expansion strategy document
Annual Target:	100% implementation of plan
Strategic Initiatives and Action plans	
<ul style="list-style-type: none"> • Implement adequate measures for the implementation of the nuclear expansion program including: <ul style="list-style-type: none"> • Confirm funding (signed MOA with Eskom); • Recruit extra capacity; • Engage Technical Support Office support; • Training of staff 	
Strategic Objective:	To strengthen stakeholder relations and improve public perceptions of the NNR
Strategic Program:	Stakeholder Relations & Communication
Key Performance Indicator:	CM9: Planned stakeholder engagement initiatives implemented
Annual Target:	100% implementation of plan
Strategic Initiatives and Action plans	
<ol style="list-style-type: none"> 1. Implement public awareness communications plan including: <ul style="list-style-type: none"> • 6 mining communities in Gauteng; • 3 communities around nuclear installations; • 3 civil society groups 	
Strategic Objective:	To improve NNR quality of work and effectiveness through compliance with national and international obligations as prescribed by the NNR Act.
Strategic Program:	Stakeholder Relations & Communication
Key Performance Indicator:	CM 10: Compliance to National and International Obligations
Annual Target:	100% implementation of plan
Strategic Initiatives and Action plans	
<ol style="list-style-type: none"> 1. Review agreements during IAEA general conference 2. Develop and implement bilateral cooperation activity plan 3. Fulfilment of international obligations through participation in various initiatives i.e. <ul style="list-style-type: none"> • Nuclear safety action plan; • Finalisation of IAEA project for 14/15 • Production of CNSC report 	



FINANCIAL - DETAILED PERFORMANCE SCORECARDS 13/14

Strategic Objective:	To ensure that the NNR continues to remain a financially viable entity i.e. Adequate revenue to meet NNR strategic objectives.
Strategic Program:	Financial Management & Administration
Key Performance Indicator:	FM1: Ratio (Regulatory activities are adequately funded)
Annual Target:	1:1
Strategic Initiatives and Action plans	
1. Financial management training and development for management 2. Automation of Supply Chain management process 3. Implement 60 days turnaround for debtors (collections) 4. Development and implementation of demand plans	

INTERNAL BUSINESS PROCESSES - DETAILED PERFORMANCE SCORECARDS 13/14

Strategic Objective:	To improve and maintain an effective system of internal controls
Strategic Program:	Financial Management & Administration
Key Performance Indicator:	PM1:Unqualified audit
Annual Target:	Unqualified audit
Strategic Initiatives and Action plans	
1. Develop and implement SLAs 2. Develop policies and procedures to enforce internal controls 3. Issue authorisation fees per approved funding model	
Strategic Objective:	To improve and maintain an effective system of internal controls and risk management
Strategic Program:	Internal Audit & Risk
Key Performance Indicator:	PM2a: Risk Management activities implemented
Annual Target:	100% of planned activities implemented
Strategic Initiatives and Action plans	
1. Implement approved internal audit plan 2. Implement approved risk management plan including: • Risk management manual (incl. policy, strategy and plan) reviewed and approved • Fraud Risk management manual	

Strategic Objective:	To develop and maintain independent and effective governance structures.
Strategic Program:	Governance and Compliance
Key Performance Indicator:	PM3a: Level of Effectiveness of the NNR Governance structures
Annual Target:	100% level of compliance to governance requirement
Strategic Initiatives and Action plans	
1. Develop and implement governance ethics program in line with King 3 requirements	
2. Ensure completeness of the Governance framework:	
• Updating terms of reference for Board committees;	
• Review board charter as appropriate;	
• Implement governance policies	
Strategic Objective:	To develop and maintain sound organizational infrastructure
Strategic Program:	Information Communication Technology (CSS)
Key Performance Indicator:	PM4a: Infrastructure down time (TAT)
Annual Target:	48 hrs
Strategic Initiatives and Action plans	
1. Develop information security and classification document control ICT protocol	
2. Develop space requirement analysis and plan	
3. Develop the NNR extranet	
4. Implement ICT requirement for the Emergency Control Centre	
5. Develop ICT application strategy including the Electronic content management program (ECM) implementation plan	
Strategic Objective:	To establish and maintain a high performance culture through defining, developing and implementing quality management programs and standards
Strategic Program:	Strategy & organisational performance
Key Performance Indicator:	PM5a: Rating in points and % Based on the Business Excellence Quality Model
Annual Target:	500 Excellence points
Strategic Initiatives and Action plans	
1. Implementation of business excellence priority plan	
2. Develop monitoring and evaluation systems and structures	
3. Ensure consistent and accurate quarterly performance reporting	



LEARNING & GROWTH - DETAILED PERFORMANCE SCORECARDS 13/14

Strategic Objective:	To be the employer of choice
Strategic Program:	Human Capital Management (CSS)
Key Performance Indicator:	LM2: % of employee satisfaction
Annual Target:	100% level of compliance to governance requirement
Strategic Initiatives and Action plans	
<ol style="list-style-type: none">1. Implement values revitalisation program2. Roll out talent management plan including:<ul style="list-style-type: none">• performance management and• reward and recognition3. Develop HR policies manual to replace conditions of service AD	



PART E: FINANCIAL PROJECTIONS



Table A.2 National Nuclear Regulator

	Audited outcome			Revised Estimate	Medium-term Estimate		
	2009/10	2010/11	2011/12		2012/13	2013/14	2014/15
R thousand							
To Process applications for Nuclear authorisations in a timely and accurate manner	-	-	9 173	9 816	12 048	12 413	12 847
To ensure effective implementation of Nuclear security measures by holders	-	-	18 055	18 394	23 959	24 599	21 843
To establish an independent verification capability for the NNR			17 723	19 615	22 926	22 068	22 837
To provide assurance of safety performance of holders through Inspections, audits, investigation and taking enforcement action for identified non compliance.	-	-	20 210	21 912	23 417	24 327	25 176
Good Governance			10 659	11 177	12 644	13 135	13 594
Financial viability and sustainability			27 505	34 435	29 842	30 436	27 880
High Performance and culture effective human capital management			5 606	10 129	15 213	15 805	16 356
Sound organisational Infrastructure			13 861	7 440	8 255	17 557	16 774
Stakeholder relations and Corporate Image			2 380	4 038	5 521	3 484	3 250
Other objectives	104 625	112 266	901	12 000	14 884	(67)	15 754
Total expense	104 625	112 266	126 073	148 956	168 709	163 757	176 311

STATEMENT OF FINANCIAL PERFORMANCE

Table A.3 National Nuclear Regulator

	Audited outcome			Revised Estimate	Medium-term Estimate		
R thousand	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Revenue							
Tax revenue							
Non-tax revenue	90 333	94 649	91 899	106 044	120 348	130 060	141 424
Sale of goods and services other than capital assets	84 882	89 856	88 480	102 115	118 773	129 492	141 042
<i>of which:</i>							
Administration fees	84 127	89 505	88 480	102 115	118 773	129 492	141 042
Sales by market establishment	755	351	-	-	-	-	-
Other sales	-	-	-	-	-	-	-
Other non-tax revenue	5 451	4 793	3 419	3 929	1 575	568	382
Transfers received	23 793	19 954	35 430	42 912	48 361	33 697	34 887
Total revenue	114 126	114 603	127 329	148 956	168 709	163 757	176 311
Expenses							
Current expenses	104 625	112 266	126 073	148 956	168 709	163 757	176 311
Compensation of employees	74 751	74 083	81 706	89 845	96 951	104 610	112 861
Goods and services	27 937	35 209	39 258	48 790	60 367	48 868	52 904
Depreciation	1 820	2 678	5 046	5 183	5 031	5 025	5 322
Interest, dividends and rent on land	117	296	63	5 138	6 360	5 254	5 223
Transfers and subsidies	-	-	-	-	-	-	-
Total expenses	104 625	112 266	126 073	148 956	168 709	163 757	176 311
Surplus / (Deficit)	9 501	2 337	1 255	-	-	-	-



STATEMENT OF FINANCIAL POSITION

Acquisition of assets	1 910	21 224	5 380	14 950	21 802	5 278	5 356
Statement of financial position							
Carrying value of assets	5 782	22 964	23 133	137 843	143 009	148 038	152 990
<i>of which:</i>							
Acquisition of assets	1 910	21 224	5 380	14 950	21 802	5 278	5 356
Investments	-	-	-	-	-	-	-
Inventory	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-
Accrued investment interest	-	-	-	-	-	-	-
Receivables and prepayments	2 787	12 229	30 367	9 850	9 946	10 039	10 131
Cash and cash equivalents	94 057	63 819	36 615	6 015	6 334	6 644	6 950
Non-current assets held for sale	-	743	-	-	-	-	-
Defined benefit plan assets	-	-	-	-	-	-	-
Taxation	-	-	-	-	-	-	-
Derivatives financial instruments	-	-	-	-	-	-	-
Total assets	102 626	99 755	90 115	153 708	159 288	164 721	170 070
Accumulated surplus/(deficit)	39 138	47 166	48 421	48 421	48 421	48 421	48 421
Capital and reserves	-	-	-	-	-	-	-
Capital reserve fund	-	-	-	-	-	-	-
Borrowings	-	16 844	-	93 306	98 251	103 066	107 807
Finance lease	331	-	-	-	-	-	-
Accrued interest	-	-	-	-	-	-	-
Deferred income	18 000	-	-	-	-	-	-
Trade and other payables	6 118	22 233	23 035	4 644	4 890	5 130	5 366
Taxation	-	-	-	-	-	-	-
Provisions	39 039	13 511	18 659	7 337	7 726	8 104	8 477
Managed funds (e.g. Poverty alleviation fund)	-	-	-	-	-	-	-
Derivatives financial instruments	-	-	-	-	-	-	-
Total equity and liabilities	102 626	99 755	90 115	153 708	159 288	164 721	170 070
Contingent liabilities	-	-	-	-	-	-	-

EXPLANATORY NOTES FOR THE FINANCIALS

BUSINESS REVENUE

The authorisation fees of the regulator has been growing at an average of 4% over the past 4 years and it is expected to increase from R102 million (2012/13) to R141 million (2015/16) at an average rate 12% per annum. The regulator has embarked on a process of developing an adequate funding model and the draft as approved by the Board, proposes that the State contributes 32% for the regulator's operations while the industry carries the remaining 68%. The final model would determine the future funding trajectory of the regulator.

GOVERNMENT GRANT

The government grant has been on the decline by about 29% per annum until 2011/12 financial year where the continuous operations of the regulator were threatened by the lack of funding. The allocation is projected to grow by an average of 2% in the next three financial years. This growth is boosted by an additional funding of R17 million that was allocated to capital projects for the 2013/14 financial years. The projects involve the establishment of a fully-fledged Emergency Control Centre and provision of adequate accommodation at the NNR's Cape Town offices.

HEADQUARTERS BUILDING

The move of the regulator Head Quarters to the new building during the past financial year is starting to yield marginal savings on facilities maintenance costs as was envisaged in the conception of the project. The process of purchasing the building was completed during the current financial year (2012/13) and the NNR is servicing the bond acquired to finance the property. This will save the state from rental costs over the long term period.

NUCLEAR INDUSTRY GROWTH

Overall, the NNR is projecting an average growth of 9% on total revenue over the MTEF period from R149 million (2012/13) to R176 million in 2015/16 financial period. The National Nuclear Regulator is in the process of gazetting the authorisation fees for 2013/14 financial year and through this process proposals will be tabled to ensure adequate funding for the Nuclear New Build programme, Eskom Steam Generator Replacement and capacity enhancement for the current operations.

ENVIRONMENTAL SAMPLE ANALYSIS CAPACITY

The long outstanding project of establishment and commissioning of the environmental radio analytical laboratory has taken off during the current financial year. Taking into consideration that almost all the equipment required for the two facilities are imports, the weaker Rand may pose a challenge on the adequacy of the available R18 million allocations. The regulator currently utilise the services of NECSA for this purpose. All the resources relating to this service will be diverted to the new facility.

This fund however addresses only 25% of the verification plan whereas the laboratory would address at least 80% in the initial stages. The extra funds required in the subsequent years will be addressed through the normal budgeting process.



NOTES



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