



NATIONAL NUCLEAR REGULATOR

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

Quarter 3 Performance Report

31 DECEMBER 2013



Standard List of Acronyms

APP Annual Performance Plan	Nuclear Programmes
COE Certificate of Exemption	NGO Non-Governmental Organisation
COR Certificate of Registration	NIL Nuclear Installation Licence
CSS Commission on Safety Standards	NORM Naturally Occurring Radioactive Material
ECC Emergency Control Centre	NTWP Nuclear Technology and Waste Products
EPD Electronic Personal Dosimeter	NUSSC Nuclear Safety Standards Committee
DEA Department of Environmental Affairs	NVL Nuclear Vessel Licence
DoE Department of Energy	QMS Quality Management System
FNRBA Forum of Nuclear Regulatory Bodies in Africa	OTS Operating Technical Specification
GRAP Generally Recognised Accounting Practice	PFMA Public Finance Management Act
HEU Highly Enriched Uranium	PLEX Plant Life Extension
IAEA International Atomic Energy Agency	PPC Parliamentary Portfolio Committee
ICRP International Commission on Radiation Protection	PSA Public Safety Assessment
ICT Information Communication and Technology	RAIS Regulatory Authority Information System
ILT Initial Licence Training	RASSC Radiation Safety Standards Committee
INES International Nuclear Event Scale	RPO Radiation Protection Officer
INPO Institute of Nuclear Power Operators	SALTO Safety Assessment of Long-Term Operation
INSAG International Nuclear Safety Group (of the IAEA)	SAPS South African Police Service
IRRS Integrated Regulatory Review Service	SARIS Self-Assessment of Regulatory Infrastructure for Safety
ISI In-service Inspection	SARS South African Revenue Service
IT Information Technology	SAT Self-Assessment Tool
JCC Joint Coordinating Committee	SGR Steam Generator Replacement
NPP Nuclear Power Plant	SETA Sector Education and Education Training
KNPS Koeberg Nuclear Power Station	PAIA Promotion of Access to Information Act
LMC Licensing Management Committee	SHEQ Safety, Health, Environment and Quality Management
LETF Liquid Effluent Treatment Facility	SHEQD Safety, Health, Environment and Quality Management Department
LEU Low Enriched Uranium	SQEP Suitably Qualified and Experience Person
LLM Low Level Waste	TPU Thermal Power Uprate
LTAM Long-Term Asset Management	TRANSSC Transport Safety Standards Committee
MDEP Multinational Design Evaluation Programme	TSO Technical Support Organisation
μ Sv -microSievert	US-NRC United States Nuclear Regulatory Commission
mSv -milliSievert	WAC Waste Acceptance Criteria
MWe -Megawatt electrical	WAASC Waste Safety Standards Committee
Necsa South African Nuclear Energy Corporation	WCA Wonderfonteinspruit Catchment Area
NEPROC Nuclear Emergency Preparedness Regulatory Oversight Committee	
NERS Network of Regulators of Countries with Small	

INTRODUCTION

This report presents the performance of the National Nuclear Regulator for the quarter ending 31 December 2013. This report is presented in the Balanced Scorecard format focusing on the 3rd Quarter of the financial year 2013/14.

The report is informed by the NNR's strategic plan and budget for the 2013 – 2018 planning cycle, as approved by the Board and Minister of Energy.

QUARTERLY REPORTING FRAMEWORK FOR 2013/14

For the year 2013/14, the weightings per balanced scorecard perspective are stipulated as follows;

Regulatory & Stakeholders: 55%

Finance: 10%

Internal Processes: 20%

Learning & Growth: 15%

Achieved		Planned tasks have been completed and approved.
Largely achieved		Planned tasks achieved at 80% and above
Not achieved		Planned tasks were not achieved.
Not applicable		Tasks were not due for action or implementation in the reporting period under review.

CEO's SUMMARY

The performance rating achieved by the NNR for the 3rd quarter of the financial year 2013/2014 is 70.60% against the set objectives and targets. This rating is calculated against the 80% annual performance target set by the Board. The quarterly performance rating shows a decline from the 84.28% registered by the NNR in the 2nd quarter of this financial year.

The following highlights are reported for this quarter:

- Good progress on the NNR laboratory has been reported, with a state-of-the-art refurbishment work being 98% complete.
- The planned compliance assurance inspections, audits and investigations for the quarter were conducted and completed within the stipulated timeframes. The average compliance index of 94% has been reported for all authorization holders, an indication that there is a concerted effort by all authorization holders to uphold high levels of nuclear and radiation safety and security.
- The long dragging litigation on labour matters between the NNR and its former employees was finally laid to rest, with the organization settling the matter amicably with the litigants.
- In pursuit of total legislative compliance, the NNR procured a software that will enable the organization to constantly check their actions against legislative requirements for compliance. The software will be rolled out with managers being trained and ready to use it before the end of the 4th quarter.
- At the beginning of this quarter, a comprehensive training programme for Managers and other key stakeholders was conducted by the finance department. The training has already started to bear fruits particularly around effectiveness of Bid Committees as members now have a better understanding of their roles and responsibilities
- The organisation submitted its preliminary Estimates of National Expenditure (ENE) figures and chapter to both the DOE and Treasury during the quarter. The quality of the proposal was noted by the Department and National Treasury auditors did not propose any material changes to the document.
- Risk Management training was provided to Managers during this quarter. This will enhance the identification and treatment of risks in the organisation.
- No fraud and corruption cases were reported in the quarter. Continued awareness programs will be provided to the organisation.

Challenges were experienced by the organization in the following areas:

- Progress on the Regulatory Emergency Response Centre (RERC) has been slow. Meetings and actions are being carried out to expedite outstanding matters. The NNR has benchmarked the RERC internationally and plans to ensure that the Centre is well equipped to handle a radiological emergency.
- The resignation of the Senior Manager: CSS at the beginning of this quarter negatively impacted the

progress of identified issues. The services of an interim part time Senior Manager were secured in order to address identified high priority issues. The re-ordering of certain priorities may result in some projects/actions being completed later than planned. New priorities have also been identified. It is however anticipated that the pace of implementation of identified current/new initiatives will gather momentum in Q4 and significant progress to be made by the end of the financial year.

- The NNR continued to experience capacity challenges with regard to implementation of local community awareness campaigns. Interventions to remedy the situation are underway.

STRATEGY PERFORMANCE OVERVIEW

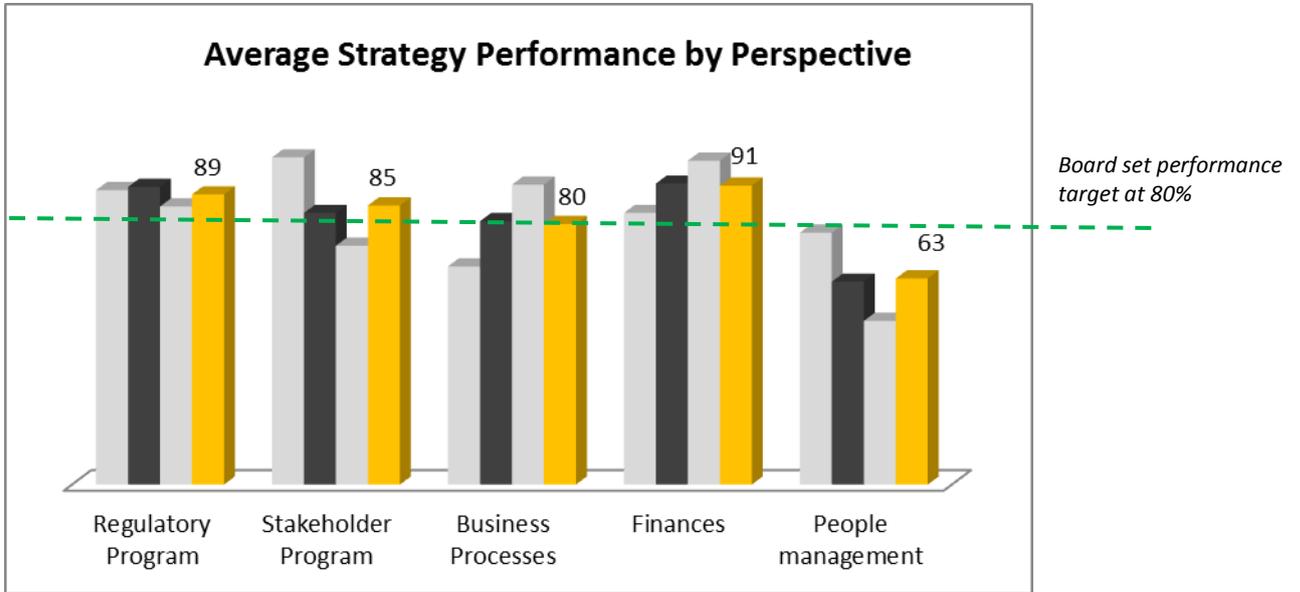


Figure 0: Average performance of the strategic plan (APP) from April to December 2013

The figure above is a depiction of average performance of the strategic plan by perspective over the last 3 quarters. The yellow bar indicates that the majority of the programs are performing slightly above the board stipulated target of 80%, with the exception of people management programs.

REGULATORY PROGRAMME

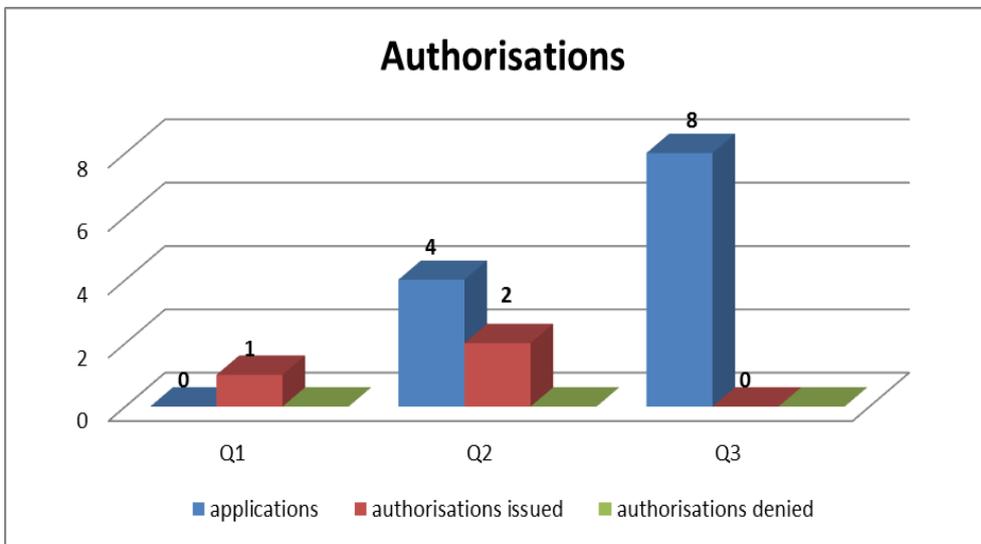


Figure1: Authorisations issued from April to December 2013

Authorisation applications and associated safety cases assessed (new applications, CORs, COEs, NILs and NVLs) over the past three quarters. For details refer to page 15-18 of the report.

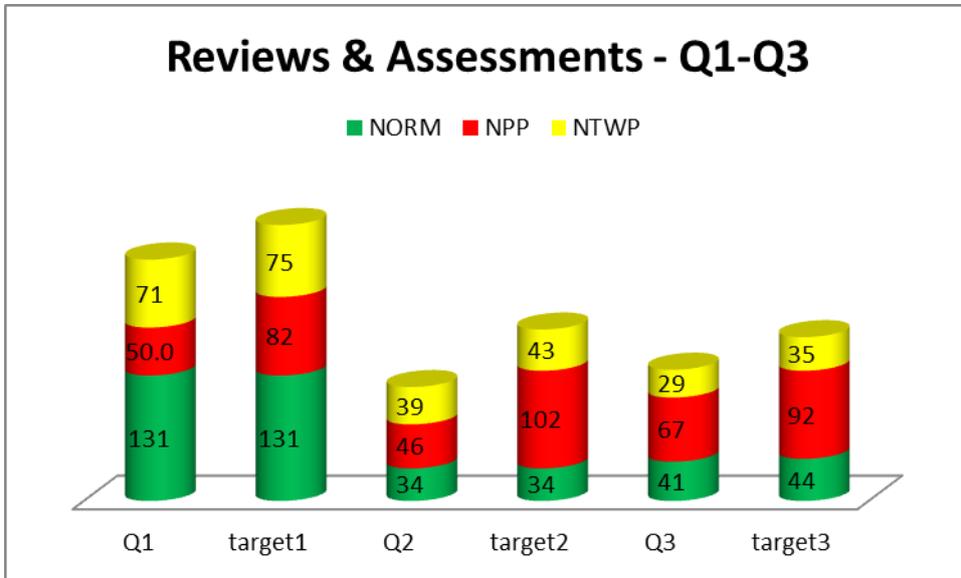


Figure 2: Reviews and Assessments conducted from April to December 2013

The graph above is meant to depict processed Reviews & Assessments, these being technical submissions (Authorization Change Requests) reviewed for their technical adequacy over the last 3 quarters. Performance in quarter 1 indicates that targets were reached in the main whilst quarter 2 (in the red strata) realized a poorer performance relative to target. In the quarter 3 under review, overall performance was 83% meaning that performance is slightly below target but not poor. Details on Q3 performance are on page 19-25 of the report.

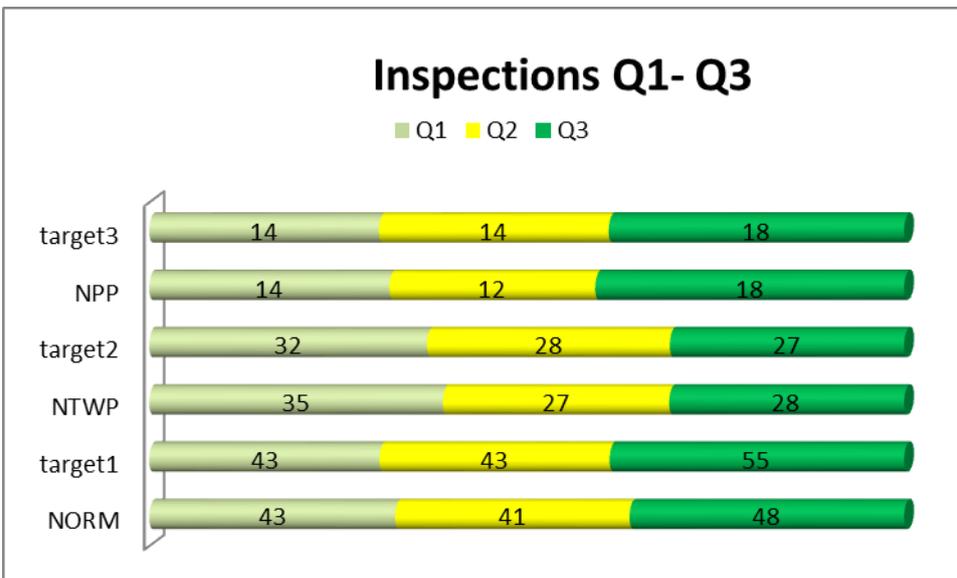


Figure 3: Inspections conducted from April to December 2013

The inspections program over the past 3 quarters has been performing well relative to strategic targets set. For quarter 3 the performance (for inspections only) is at an average of 96%. For details refer to page 26 - 29 of the report.

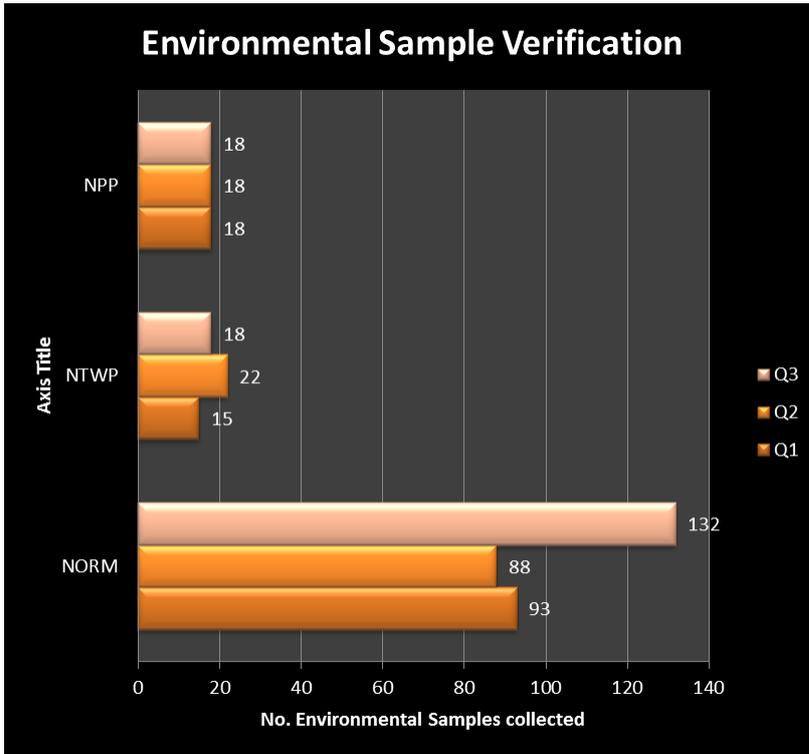


Figure 4: Sampling conducted from April to December 2013

Results for environmental verification monitoring conducted over the past three quarters indicate a stellar performance contrasted with the targets set. Whilst the graph above depicts just the actual performance, it is important to note that all targets were met and even surpassed in the case of NORM in Q3. For details refer to page 29-30 of the report.

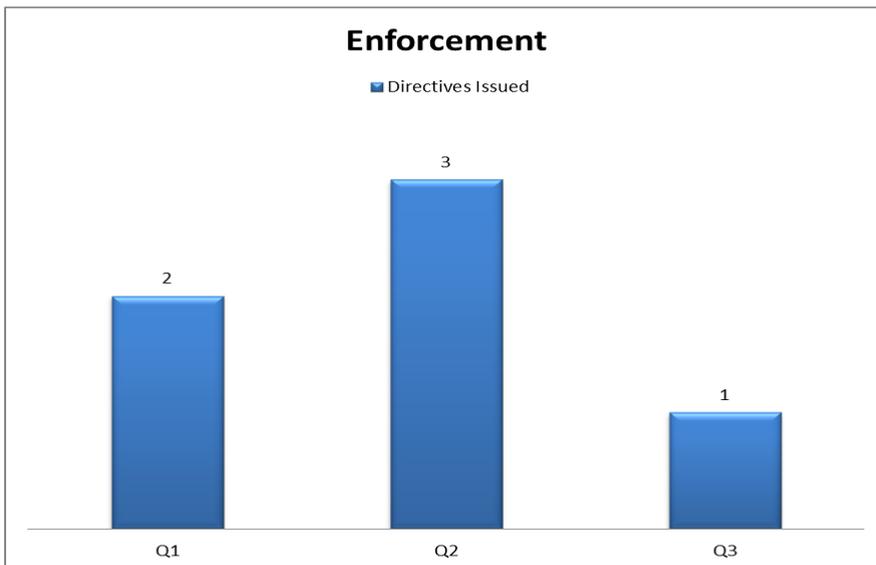


Figure 5: Directives issued from April to December 2013

Above is a summary of enforcement action taken over the last 3 quarters. Whilst this KPI has no target, the value of the graph is to reflect continuous monitoring of compliance. Details are on page 33.

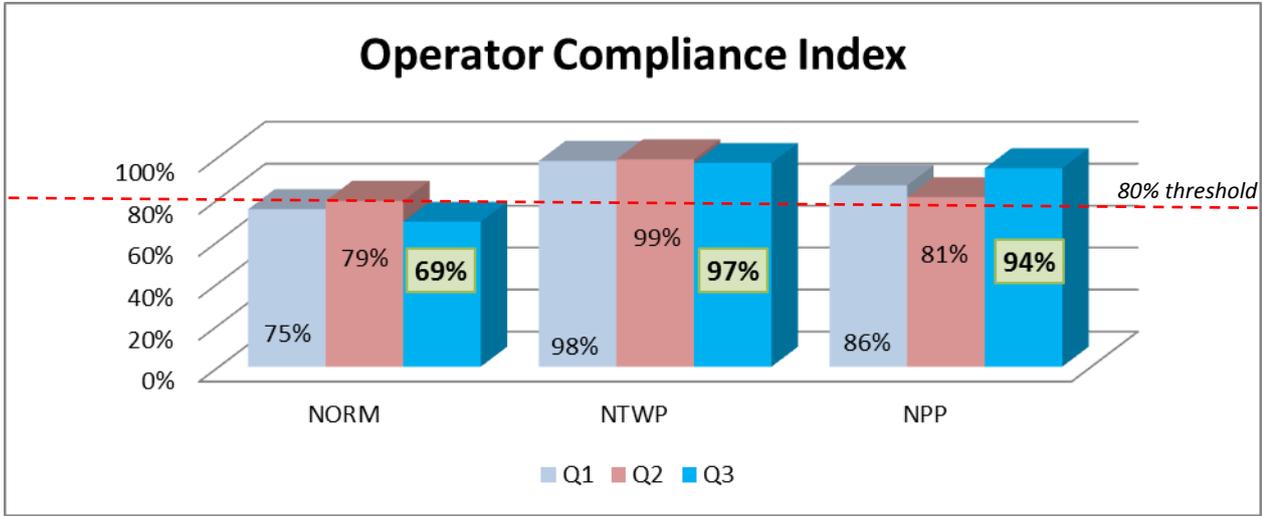


Figure 6: Authorization Holder’s Compliance Index from April to December 2013

Compliance index is a percentage derived from the extent to which the holder’s comply with issued NNR conditions of Nuclear Authorisations. These include requirements and regulations. The threshold for compliance is set at 80%, meaning that a compliance level below this threshold is considered as a concern and appropriate steps are taken to address the issue with concerned holders. Details are on page 34.

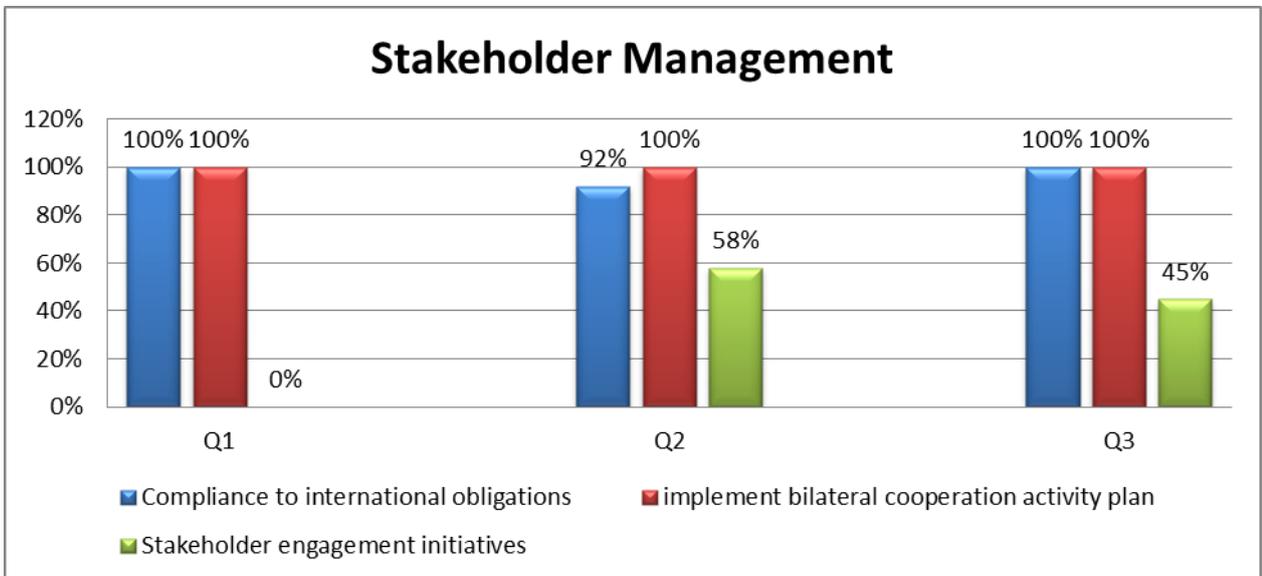


Figure 7: Stakeholder management progress from April to December 2013

Over the last 3 quarters the organisation has performed to target regarding the compliance to internal obligations and bilateral cooperation targets in the strategic plan. However, regarding the local stakeholder management activities, performance has been well below targets set at 45%. Details are on page 48-51.

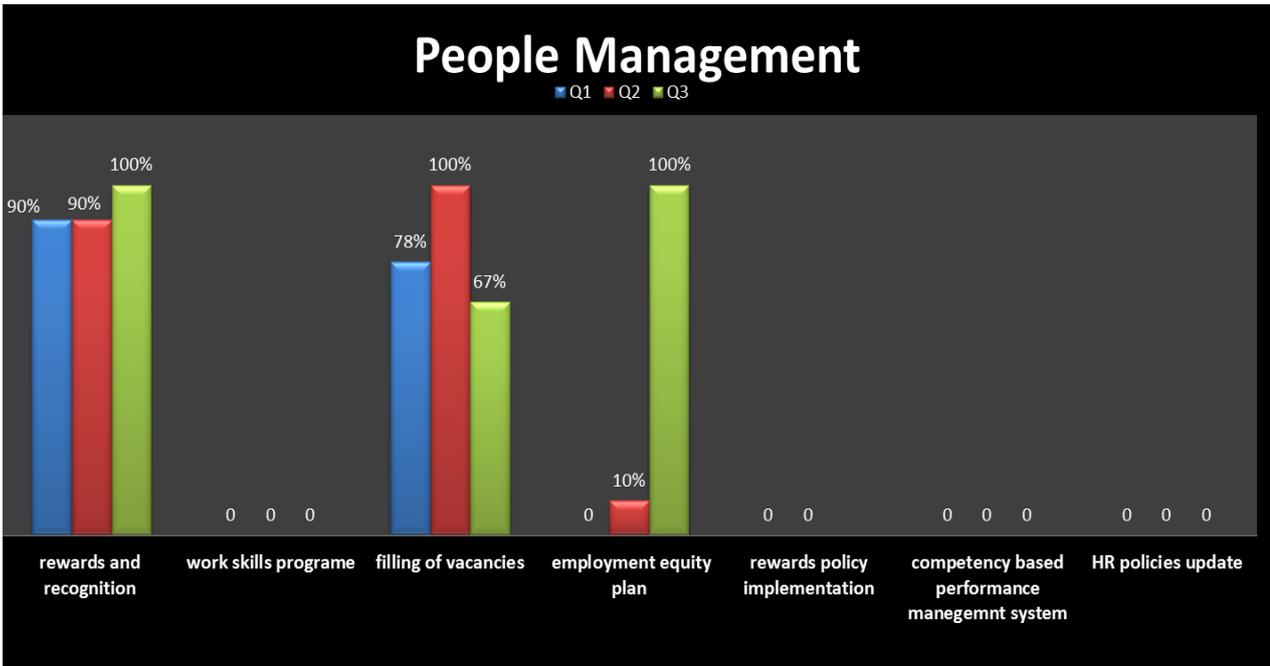


Figure 8: Progress on People management issues from April to December 2013

For the last 3 quarters focus has been on rewards and recognition processes, these being payment of back pays 2012 COL for affected staff, Q2 effecting of COL for 2013 for all staff and Q3 the effecting of performance bonuses. The employment equity plan was submitted and approved by the Department of Labour in December 2013. This was followed by a concerted effort to fill vacancies as per the graph. The rest of the other 4 strategic HR result areas performed below par as per figure 8 above. Details are on page 62-63.

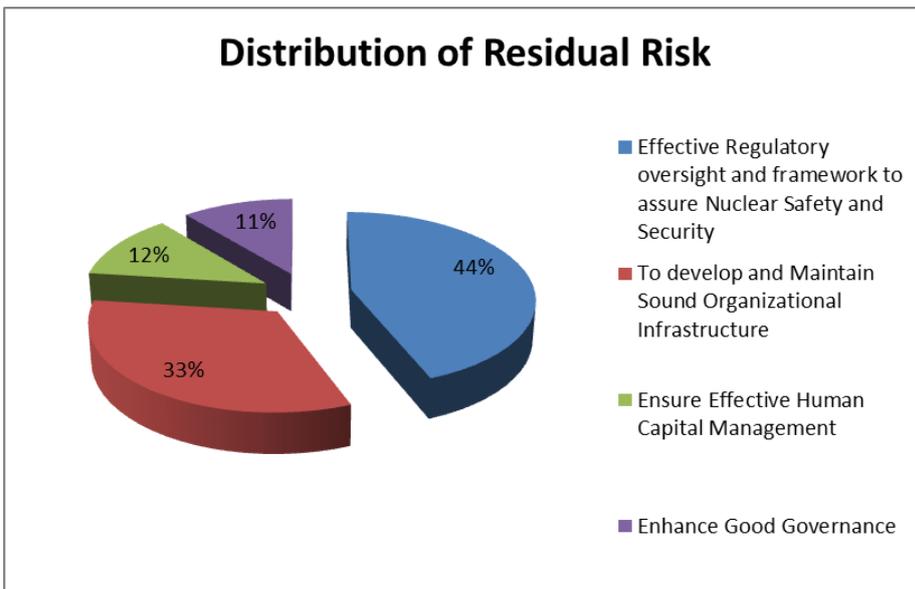


Figure 9: Distribution of Residual risks for 2013-14

The above captures the top ten risks identified by the organisation across 4 key strategic objectives. A detailed report addressing controls in place to address the risks as well as action plans is on page 69 of the report. The bigger portion of the risk is associated with the regulatory oversight followed by the organizational infrastructure.

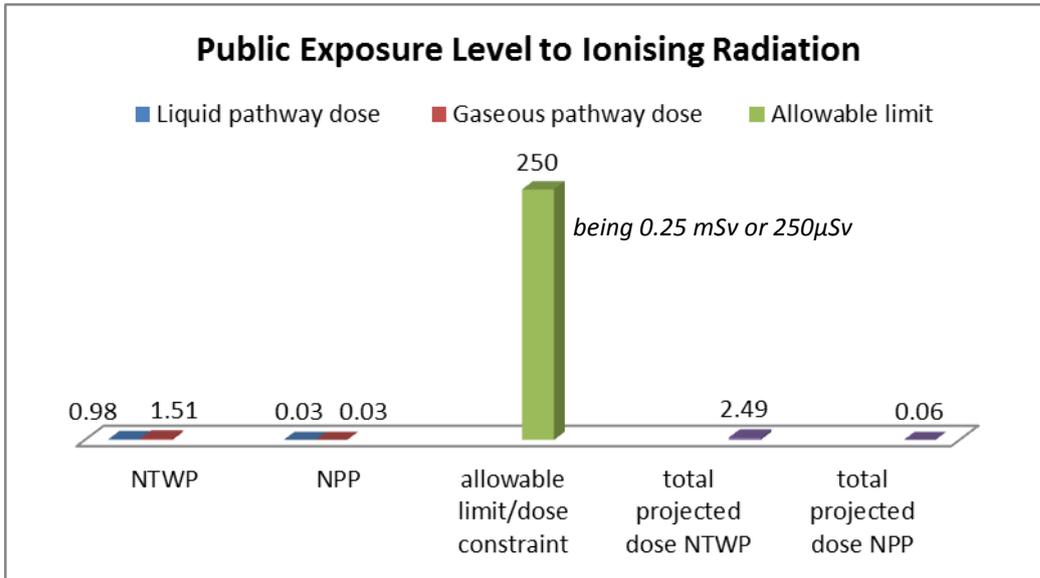


Figure 10: Levels of Public Exposure from July to September

The diagram above depicts the public doses resulting from effluent discharges from both Necsa and KNPS. The dose constraint of 0.25 mSv per annum has not been exceeded. Details are on pages 31-32.

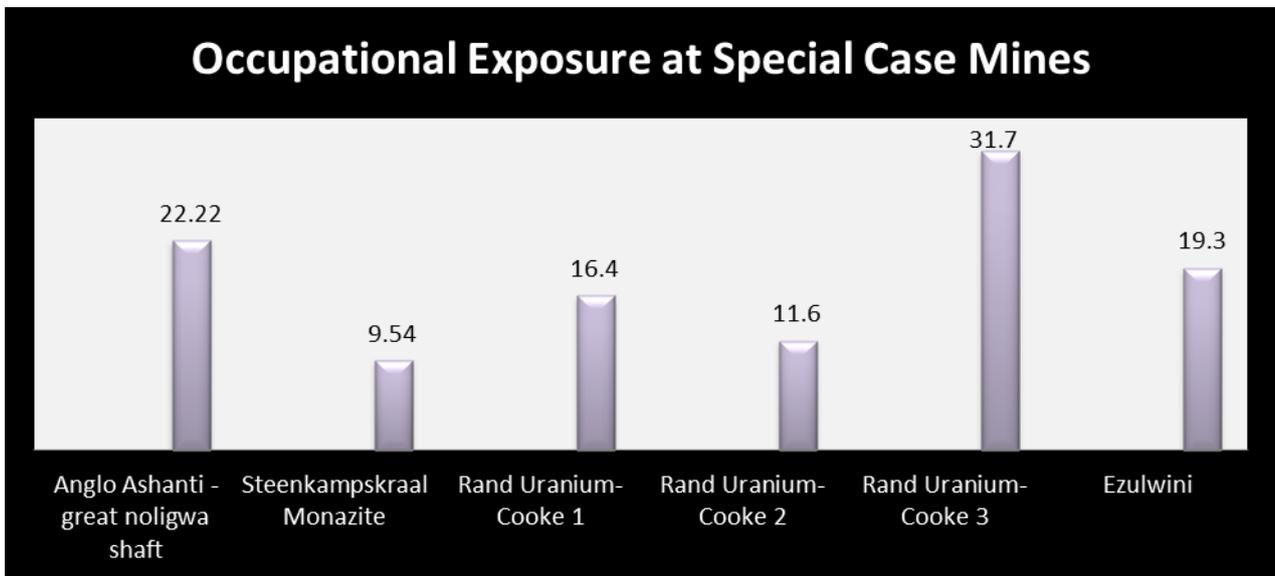


Figure 11: Levels of Occupational Exposure at Special Case mines from July to September

The occupational exposure for the workforce in the special case mines for the quarter is presented in the diagram. Radiation Exposure Levels remain below the regulatory limit of 50 mSv/a and the 20 mSv/a averaged over 5 consecutive years. Details are on page 31.

PERFORMANCE DASHBOARD SUMMARIES

PERSPECTIVE	MAXIMUM POSSIBLE SCORE FOR THE QUARTER	ACTUAL SCORE	WEIGHTED ACTUAL PERFORMANCE
Regulatory & Stakeholder	13.373	9.099	68.04
Internal Business	4.471	3.818	85.38
Finance	2.857	2.813	98.44
Learning & Development	2.170	0.418	19.24
TOTAL PERFORMANCE IN QUARTER 3	22.871	16.146	<u>70.60</u>

Table 1: Performance summaries by perspective

*Note: The actual quarterly performance is derived from the total actual performance for the quarter as a percentage of the planned performance for the same period.

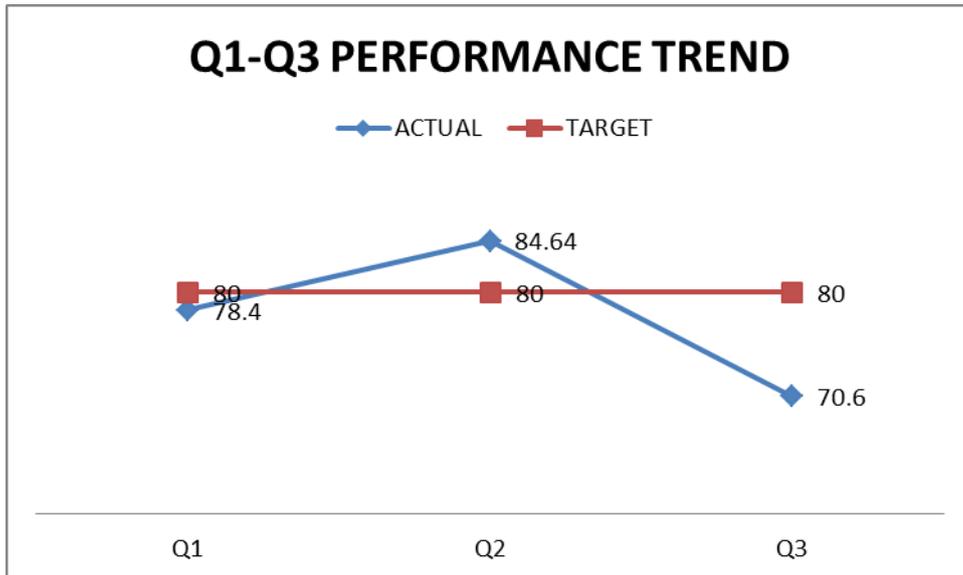


Figure 12: Quarterly performance trend to date.