



NATIONAL NUCLEAR REGULATOR

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

STRATEGIC PLAN OF THE NATIONAL NUCLEAR REGULATOR 2012 – 2017



FOREWORD

The Strategic Plan stipulates the aspirations and priorities of the NNR in the short to medium term. 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 2012-2017 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 2012-2017.



Adv Boyce Mkhize
Chief Executive Officer



Dr Tracy Cohen
Chairperson of the Board

¹ Framework for Strategic Plans and Annual Performance Plans, August 2010.



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STRATEGIC OVERVIEW

1 VISION

To be an independent world class regulatory authority on nuclear safety.

2 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.

3 VALUES

| VALUES | DESCRIPTION |
|---------------------------|--|
| Professionalism: | We hold ourselves accountable to the highest standards of professionalism in everything we do. |
| Integrity | We demonstrate integrity and ethical conduct in all we do. |
| Excellence: | We strive for excellence in all we do. |
| Valuing People | We demonstrate that we value our people in all we do. |
| Team Work: | We demonstrate a team working approach across the NNR. |
| Openness and Transparency | We demonstrate openness and transparency in our interactions with all stakeholders. |

4 LEGISLATIVE AND OTHER MANDATES

The NNR has been established in terms of the National Nuclear Regulator Act 47 of 1999. As a creature of statute, the NNR should comply with the Constitution of the Republic of South Africa of 1996 (Act No. 108 of 1996) and other legislation like the National Environmental Management Act No. 107 of 1998 (NEMA), Public Finance Management Act No. 1 of 1999 (PFMA), and Treasury Regulations (TR) etc.

4.1 Constitutional mandates

The Constitution is the supreme law of the Republic and any law or conduct inconsistent with it is invalid, and the obligations imposed by it must be fulfilled. The NNR Act gives effect to the Constitution by setting out mechanisms for the protection of the people, 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 nuclear safety.

STRATEGIC OVERVIEW

4.2 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 sitting, 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. |

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. |

4.3 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 hereinbelow:

a. Nuclear Energy Policy

The Nuclear Energy Policy for the Republic of South Africa was published in June 2008. The docu-

ment presents a policy 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 the prospecting and mining of uranium ore and any other ores containing nuclear materials, as well as the nuclear fuel cycle in its entirety, focusing on all applications of nuclear technology for energy generation.

One of the 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 in as far as safety is concerned. The requirements relating to the radioactive waste management are assessed and compliance is monitored for NNR authorisation holders. The NNR also provides input in regard to the functions of the National Steering Committee.
- c. **International Conventions**
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.

4.4 Relevant court rulings

McDonald Court Case

Pursuant to the McDonald Court case ruling, the NNR Board of Directors made recommendations to the Minister of Energy on Draft Regulation on Control of Developments surrounding the Koeberg Nuclear Power Station. The draft Regulations seek to regulate the monitoring and control of developments within vicinity of Koeberg Nuclear Power Station. The Department of Energy published the Draft Regulations for public comment in November 2010 under Government Notice No 33678 and public comments were received and are now being reviewed. The delays in finalising the regulations have been caused by protracted engagements with the community and other stakeholders.

4.5 Planned policy initiatives

This section is not applicable to public entities.

5 SITUATIONAL ANALYSIS

The NNR conducted a situational analysis (PESTEL), which will enable the organization to be cognisant of external factors that might have an impact on how it conducts business and deliver on the mandate. The situational analysis is one of the tools that were utilized to inform our strategic planning process.

PESTEL analysis was conducted under the following headings:

STRATEGIC OVERVIEW

Political Factors- There have been some political decisions that will have an impact on the NNR's ability to deliver on its mandate and are going to be addressed in this strategic plan. The Government has developed and implemented a planning framework consisting of an Integrated Energy Plan, Integrated Resources Plan and the nuclear expansion program which requires the NNR to prepare and ensure that it is adequately resourced (financially, human resources, skills set) to meet these new development.

Economic Factors – the world economic crisis which has manifested itself in larger and historically stable economies indicates that the world economic crisis will take longer to recover than it was originally anticipated. 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. In addition, the government expects organizations to do more with less money. The unforeseen closure of PBMR (although a grant was given by Government for 2011/12).

Social Factors - There is increasing growth and developments surrounding certain nuclear installations like Koeberg Nuclear Power Station and NECSA. This poses a threat on the ability for the nuclear facilities to ensure the effective implementation of any nuclear emergency plan to ensure the safety of the public and the viability of the emergency plans.

This implies that the draft Regulations which seek to regulate the monitoring and control of developments within vicinity of Koeberg should be finalised speedily.

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.

Technological Factors -The proposed nuclear expansion programme might introduce some newer or 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 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 - Environmental issues such as acid mine drainage, radon in dwellings and derelict and abandoned mines present potential radiological hazards to the public and the management thereof poses particular challenges given that the issues fall within the purview of the responsibility of multiple stakeholders, which creates a lack of ownership as to who is to lead. Strategies relating to the protection of the public for these types of exposure scenarios will require relevant government departments and other relevant entities to cooperate and put in place relevant framework for the protection of the public requiring a coordinated and cohesive effort from all role players.

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.

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. Other legal matters which are of great significance are the developments of regulatory oversight around nuclear facilities.

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 SWOT analysis in order to determine internal adequacies within the organisation to be able to fulfil its mandate.

5.1 Performance environment

The NNR achieved 60% performance against the predetermined targets for the financial year 2010/11. Under the review period the NNR had the following strategic priorities: to optimise regulatory framework, improve stakeholder relations, ensure financial viability and sustainability, create a high performance culture, promote good governance, develop and maintain sound organisational infrastructure as well as appropriate deployment and management of talent and knowledge.

The challenges experienced by the organisation which resulted in the achievement of only 60% of planned objectives are as a result of the following factors:

- Re-prioritisation of planned objectives led by the need to place emphasis on long term goals for efficiencies and effectiveness;
- Independent analytical verification capability (laboratory) not being established; and
- Lack of adequate capacity and managerial oversight on competing priorities.

A major restructuring process has now been undertaken to position the NNR as a much more efficient and effective body with attendant performance management systems being rigorously implemented and monitored.

5.2 Risk Management

A risk assessment was conducted earlier in the year and it was determined that the NNR is exposed to risks relating to the following strategic objectives, amongst others:

5.2.1 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 current financial model does not adequately address to the full extent the activities of the NNR.

To address these challenges, the NNR will strive to maintain adequate funding and is therefore in a process of reviewing its funding model with a view to ensuring sustainability.

5.2.2 Effective Regulatory Oversight to Assure Nuclear Safety

The NNR regulatory framework may not be adequate. This results from insufficient regulatory standards and practices (policies, regulations, requirements, guidance and position papers); insufficient framework standards and expertise; lack of standardised manuals and procedures for authorisation; uncertainties in the overall planning of the nuclear expansion programmes; lack of appropriate provisions in the NNR Act covering nuclear security. The NNR Act is being amended to factor consideration of these issues.

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To address the above, the NNR is currently developing a comprehensive regulatory framework while reviewing the capacity requirements in line with the strategy and restructuring process. The resulting resource requirements will be submitted to DOE and National Treasury. A team will be set up to develop a strategy and approach to nuclear expansion requirements. The nuclear security strategy will be developed and implemented.

Further, the NNR will co-ordinate efforts with other regulatory and law enforcement agencies e.g. DOH Directorate Radiation Control, NIA etc. to address the above risks.

5.2.5 Strengthen Stakeholder Relations and Enhance the Corporate Image of the NNR

The low public awareness levels of Nuclear Safety and the role of the NNR poses a risk to the NNR. This is caused by lack of formalised internal and external communication strategy; lack of public information and education related to nuclear regulation; lack of enforcement actions; inadequate feedback process from stakeholders and poor performance and service delivery.

To address the risks, the NNR will develop and implement a comprehensive Communication Strategy.

5.2.6 Develop and Maintain Sound Organisational Infrastructure

The need to focus on sound infrastructural development and maintenance was motivated by a general inadequacy in our ICT governance. Some of the risks posed included failure to maintain ICT infrastructure and over reliance on third parties. Other risk factors identified included the failure to keep abreast with developments; inadequate understanding of the role of ICT in the organization; inadequate understanding of the legal requirements; inadequate resources; poor maintenance of infrastructure; limited skills to maintain the infrastructure; change in technology; lack of financial resources and planning and lack of integrated change management processes.

In order to address this, the NNR will ensure that ICT governance structures and policies are developed and implemented.

5.2.7 Effective Human Capital

Scarce nuclear skills and related capacity constraints in the sector and particularly to the NNR.

Potential loss of corporate information and memory is another challenge. This results from lack of succession planning; lack of a knowledge management system; inadequately documented processes and policies and lack of mentorship.

The risks of maintaining an effective human capital will be addressed through the development and implementation of a succession plan and knowledge management strategies.

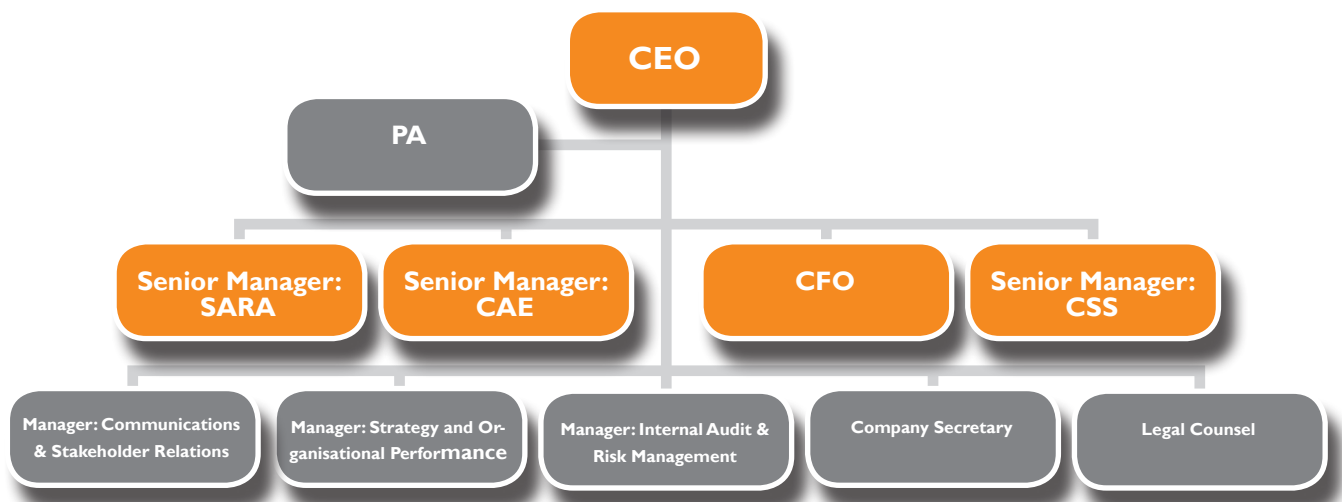
5.3 Organisational environment

In accordance with the NNR Act, the organisation is governed by a Board of Directors, appointed by the Minister of Energy. In addition to the requirements of the NNR Act, PFMA, TR and other legislation, the organisation must adhere to good governance principles and best practice, which requires the establishment of the following governance structures: Board of Directors, Audit and Risk Management Committee, Transformation and Development Committee, Technical Committee, Executive Management Committee, and appropriate procurement committees.

The Board of Directors is responsible for, inter alia, ensuring the establishment and maintenance of:

- Effective, efficient and transparent systems of financial and risk management and internal control;
- A system of internal audit under the control and direction of an audit committee complying with and operating in accordance with regulations and instructions prescribed in terms of sections 76 and 77; and
- An appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective.

To this end, the Board is confident that there are proper systems and procedures in place, and the organisation is being steered towards the optimal fulfilment of its mandate.



NNR completed a restructuring process during June 2011 and a new organisational structure is presented below:

The NNR underwent a restructuring process in order to:

- Create a flatter and leaner structure.
- Redefine the roles to create an effective structure that will deliver on strategic objectives.
- Create a logical organisational structure that creates a flow between and within functions.
- Reinforce compliance and governance structures in terms of current legislation.

Although the current staff complement of the organisation is 83, the approved and projected staff complement is 120 as entailed in the MTEF. The NNR is currently filling some of the vacancies that were created as a result of the restructuring of the organisation in order to ensure adequate capacity to deliver on the NNR mandate.

5.4 Description of the Strategic Planning process

The strategy formulation process of the NNR included an assessment of how both the external and internal factors may shape the future operating environment. The situational analysis that was utilised was the PESTEL which was discussed by the NNR staff members, senior managers and the board of directors, which included, inter alia, political developments, major economic events, relevant and sig-

STRATEGIC OVERVIEW

nificant social developments, and technological developments in the nuclear industry.

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

6 STRATEGIC OUTCOME ORIENTATED GOALS

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.

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| Goal 1: | Effective Regulatory framework to assure Nuclear Safety and Security To provide efficient and effective nuclear regulatory services. |
| Goal Statement | <ul style="list-style-type: none"> • Develop and implement regulatory programme 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. • Enhance regulatory programmes and apply safety focused research. • 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 | Strengthen stakeholder relations and enhance the corporate image of the NNR To strengthen stakeholder relations and enhance the corporate image of the NNR. |
| 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. |

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| Goal 3 | Create a High Performance Culture To establish and maintain a high performance culture in maintaining a nuclear regulatory framework while adhering to national and international standards. |
| 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"> • Develop a viable funding model. • Implement procedures for effective and efficient financial management. • Review formula for the calculation of authorisation fees. • Review financial liability framework and verify the adequacy of the level of financial security as entailed in the NNR Act. • Ensure adequate cashflow 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. • Maintain building infrastructure. • Maintain sound ICT infrastructure. • Maintain an ergonomically friendly environment. |
| 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 |

STRATEGIC OVERVIEW

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| 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.). |
|----------------|---|

PART B: STRATEGIC PRIORITIES, GOALS & OBJECTIVES

7 PROGRAMMES

7.1 NNR Programmes

| PROGRAMME | PROGRAMME 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 Vessel 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 | 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, 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. |
| Governance Internal Audit | Internal audit provides assurance to the NNR's stakeholders, that the organisation operates in a responsible manner by performing the following functions, amongst others: 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; and d) Providing a source of information, as appropriate, regarding instances of fraud, corruption, unethical behaviour and irregularities. Internal Audit reports functionally to the Audit and Risk Management Committee (ARMCOM) and Administratively to the CEO. |
| Risk Management | 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. |
| Company Secretariat | 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. |
| Strategy and Organisational Performance | 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 will aid in the attainment of performance targets. |

STRATEGIC OVERVIEW

7.2 CORPORATE BALANCED SCORECARD

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:

| | | |
|--|--------------------------------|---|
| CUSTOMERS AND STAKEHOLDERS | NNR VISION AND STRATEGY | INTERNAL BUSINESS PROCESS |
| <ul style="list-style-type: none"> • Effective regulatory framework. • Strengthen stakeholder relations and enhance corporate image. | | <ul style="list-style-type: none"> • A high performance culture • Enhance good governance. • Develop and maintain sound organizational infrastructure. |
| LEARNING AND GROWTH | | FINANCE |
| <ul style="list-style-type: none"> • Effective Human Capital Management. | | <ul style="list-style-type: none"> • Financial viability and sustainability. |

The strategic priorities have been mapped into a balanced scorecard and high level measures of success have been identified in order to clarify execution.

7.3 RESOURCES CONSIDERATIONS

Below is financial forecasting and the projected cost of the strategic plan.

| National Nuclear Regulator | Revised estimate | | | | | |
|----------------------------|------------------|----------------|----------------|----------------|----------------|----------------|
| Revenue | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| Authorisation fee | 82 081 | 102 115 | 120 361 | 132 196 | 130 788 | 135 778 |
| Interest income | 2 500 | 3 929 | 1 788 | 550 | 500 | 500 |
| - Government grant | 35 430 | 43 260 | 34 452 | 36 558 | 51 240 | 53 802 |
| TOTAL REVENUE | 120 011 | 149 304 | 156 601 | 169 303 | 182 528 | 190 080 |
| EXPENDITURE | | | | | | |
| Compensation of employee | 85 042 | 105 645 | 119 982 | 122 200 | 102 708 | 107 843 |
| Goods and services | 31 830 | 38 464 | 39 283 | 41 627 | 63 510 | 66 685 |
| Interest paid | 21 | 12 | 13 | 13 | 618 | 661 |
| Depreciation | 9 216 | 5 183 | 5 323 | 5 463 | 5 773 | 5 863 |
| Capital expenditure | 11 810 | 12 950 | 2 135 | 2 857 | 1 000 000 | 1 000 000 |
| TOTAL EXPENDITURE | 121 109 | 149 304 | 156 601 | 169 303 | 182 609 | 191 052 |
| SURPLUS/(DEFICIT) | (1 098) | - | - | - | (81) | (972) |

NNR ANNUAL PERFORMANCE PLAN

(Cycle 2012-2017)

2012 / 13 Annual Plan

31 January 2012



ACRONYMS

| | |
|-----------|--|
| CAE | Compliance Assurance & Enforcement |
| CEO | Chief Executive Officer |
| CFO | Chief Financial Officer |
| CI | Chief Inspector |
| COE | Certificate of Exemption |
| COR | Certificate of Registration |
| CS | Company Secretary |
| FC | Functional Coordinator |
| KPNS (KP) | Koeberg Nuclear Power Station |
| MCSR | Manager Communications & Stakeholder Relations |
| NORM | Naturally Occurring Radioactive Material |
| NTWP | Nuclear Technology and Waste Products |
| NVL | Nuclear Vessel Licence |
| SARA | Standards Authorisations Reviews and Assessments |
| SM: SARA | Senior Manager: Standards Authorisations Reviews and Assessments |
| SM: CAE | Senior Manager: Compliance Assurance & Enforcement |

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PART A: STRATEGIC OVERVIEW

| VALUES | |
|---------------------------|--|
| Value | Description |
| Professionalism | We hold ourselves accountable to the highest standards of professionalism in everything we do. |
| Integrity | We demonstrate integrity and ethical conduct in all we do. |
| Excellence | We strive for excellence in all we do. |
| Valuing People | We demonstrate that we value our people in all we do. |
| Teamwork | We demonstrate a team working approach across the NNR. |
| Openness and Transparency | We demonstrate openness and transparency in our interactions with all stakeholders. |

MISSION STATEMENT

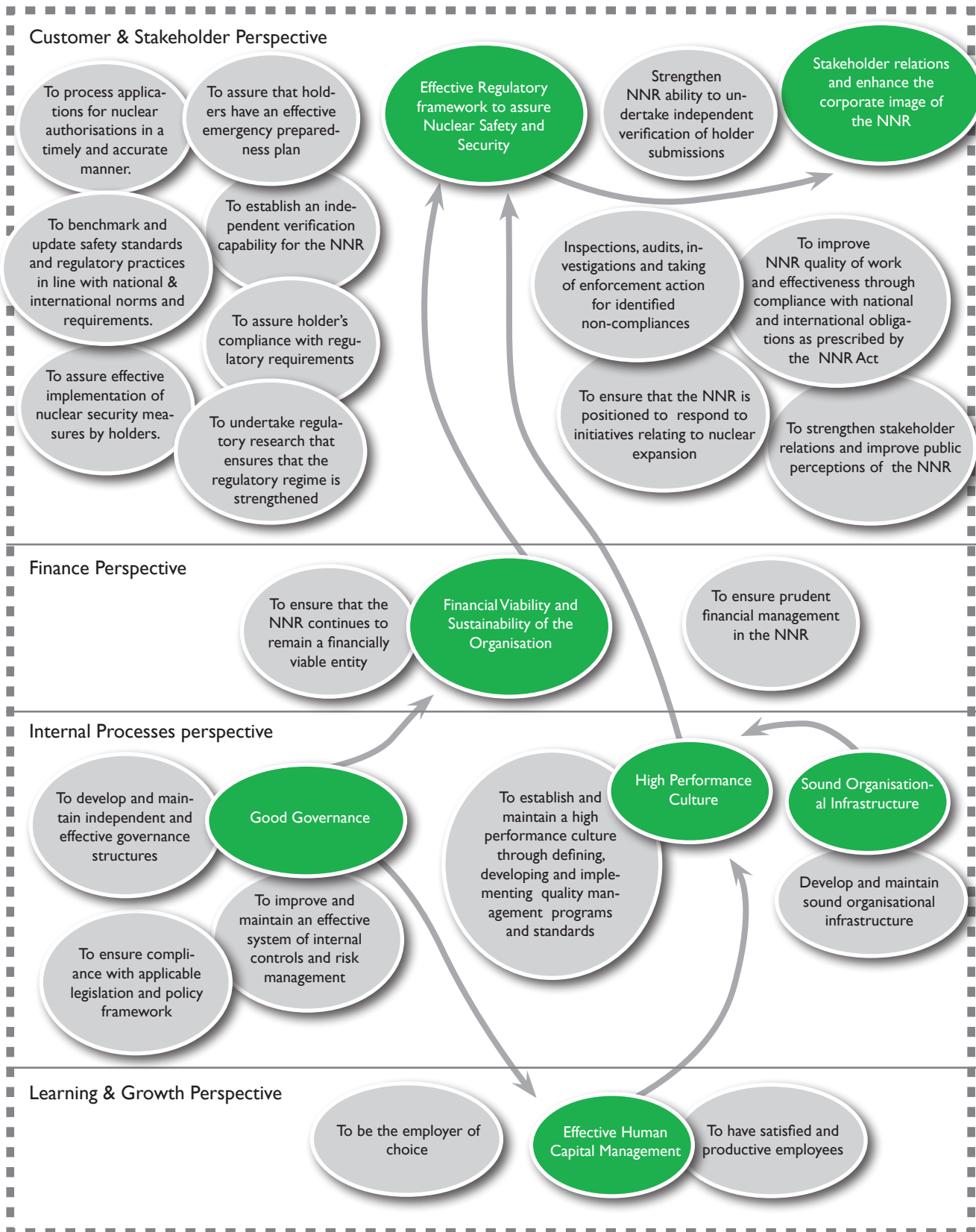
To provide and maintain an effective and efficient national regulatory framework for the protection of persons, property and the environment against nuclear damage.

VISION

To be an independent world class regulatory authority on nuclear safety.



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 SWOT analysis in order to determine internal adequacies within the organisation to be able to fulfil its mandate.



PART B: OBJECTIVES, MEASURES, KEY PERFORMANCE INDICATORS AND TARGETS

CUSTOMER & STAKEHOLDER PERSPECTIVE

| Goal 1: Effective regulatory framework to assure nuclear safety and security. Goal 2: Strengthen stakeholder relations and enhance the corporate image of the NNR. | | CUSTOMER & STAKEHOLDERS SUMMARY OF MEASURES & KPIS | |
|---|---|---|--|
| MEASURE | KPI | WHAT DOES IT MEASURE? | TARGETS |
| CM1a: Quality of authorisations issued | CM1a: % Licenses issued in accordance with set standards and requirements | Quality | 100% Authorisations issued in accordance with standards and regulations |
| CM1b: Level of responsiveness on various authorisations | CM1b: Number of days (turn around time (tat) | Responsiveness | Cor: 90 days; coe: 180 days; nvl: 180 days; <20% deviation on plan |
| CM2a: Quality compliance assurance activities conducted | CM2a: The quantity of activities conducted in the three broad categories of norm, ntwp & knps | Volume of work | 341 (Kp 51; ntwp :76; norm: 214) |
| CM2b: Effectiveness of enforcement actions taken | CM2b: Zero/no repeat offences within 12 months of issuance of directive | Effectiveness & impact | 0 |
| CM2c: Level of compliance | CM2c: Improvement in compliance index to increase at the rate of 5% progressively for compliance levels determined at 95% or less | Effectiveness & impact | 5% Increase from previous level |
| CM3: Percentage of corrective actions undertaken and validated | CM3: Extent to which holders have addressed issues raised by the nnr as per agreed schedule | Effectiveness | 100% Corrective action per agreed schedule addressing recommendations in the nnr final report |
| CM4: Harmonised compliance assurance and enforcement program | CM4: Harmonised compliance assurance and enforcement program | Output | 100% Development of program by q4 (11/12) implementation targets for next 5 years stipulated in actual page |
| CM5: Percentage completion of the nnr specific sat program of action relating to nuclear safety | CM5: % Implementation of the program of action | Quality & output | 42% Of the implementation plan to be completed by q4 of 2011/12. Implementation targets for next 5 years stipulated in actual page |

Goal 1: Effective Regulatory framework to assure Nuclear Safety and Security
Goal 2: Strengthen stakeholder relations and enhance the corporate image of the NNR

**CUSTOMER & STAKEHOLDERS
SUMMARY OF MEASURES & KPIS**

| MEASURE | KPI | WHAT DOES IT MEASURE? | TARGETS |
|---|--|----------------------------------|--|
| CM6: Implementation of the nuclear security strategy | CM6: % implementation of the strategy over stipulated period of time | Output | 40% implementation of strategy by Q4. of 2011/12. implementation targets for next 5 years stipulated in actual page |
| CM7: Implementation of the key project milestones (for the establishment of independent analytical capability) | CM7: % completion of action plan | Output | 25% of the action plan (i.e. commencement with refurbishment of laboratories implementation targets for next 5 years stipulated in actual page |
| CM8: Research plan of action; Relevant studies covering emerging areas for safety regulation | CM8: Number of approved Position Papers and Procedures | Output | Position papers on: Environment; Radon Dwellings; Depleted Uranium; Procedures for Radiological verification system and radiological site characterisation framework |
| CM 9: Plan of action covering pre-licensing issues related to nuclear expansion | CM9: Approved Position Papers in relation to nuclear expansions | Output | Recommendations from Position Paper (PP) on Manufacturing; Types of Nuclear Authorisations ; Workshop Draft PP with Eskom. All by Q4 2011. |
| CM10: Stakeholder perception index | CM10: (%) Level of improvement in stakeholder, (including public) perceptions of NNR | Impact & perception | 60% level of Stakeholder positive perceptions of NNR |
| CM 11: New/needful and necessary improvement made to the NNR due to participation in various international forums | CM11: Number of implemented improvements | Quality & best practice learning | At least 1 improvement a year |

| Strategic Priority | Measure Owner | Measure Col-lator | Frequency of Reporting | | |
|---|---|---|---|---|------------------------|
| Effective Regulatory framework to assure nuclear safety and security | SM:SARA | Functional Coordinator | Quarterly This means that on quarterly basis there will be a performance update with regard to the two measures articulated herein i.e. CMIa: Quality of Authorisations Issued and CMIb: Level of responsiveness on various authorisations | | |
| Strategic Program | | | | | |
| Regulate the safe operation of existing holders and prepare for applications related to nuclear expansion programme | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| To process applications for nuclear authorisations in a timely and accurate manner. | CMIa: Quality of Authorisations Issued | CMIa: % Licenses issued in accordance with set standards and requirements | CMIa: Quality | CM 1a:The extent to which authorisations are issued in accordance set standards and regulations | |
| | CMIb: Level of responsiveness on various authorisations | CMIb: Number of days (Turn around time (TAT)) | CMIb: Effectiveness & Efficiency | | |
| | CMIb:The duration of time that it takes to issue authorisation for different categories of applications such as Certificates of Registration (CORs); Certificated of Exemption (COEs); Nuclear Vehicle Licencing (NVL); Nuclear Licencing (NL). | | | | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| Authorisation holders and applicants have access to safety standards Holders have capacity to implement requirements NNR has internal capacity to achieve the TAT | 1. Review and assess the authorisation applications and associated Safety cases (including the Dedicated Isotope Production Reactor (DIPR) project). 2. Review safety assessments and other safety case submissions related to authorised facilities 3. Assess and process the application for the Steam Generator Replacement (SGR) project for the Koeberg Plant. | | SARA | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | Review reports, review and assessment schedule; Approved authorisation requests. | | | | |

Baseline : CMIa: 100% authorisations issued in accordance with standards and regulations ; CMIb: same as targets below

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|---|-------|-------|-------|-------|-------|
| CMIa | 100% | 100% | 100% | 100% | 100% | 100% |
| CMIb | CoR:90 days; COE:180 days; NVL:180 days; <20% deviation on plan | | | | | |

PART B: OBJECTIVES, MEASURES, KEY PERFORMANCE INDICATORS AND TARGETS

| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|---|--|---|---|---|------------------------|
| Effective Regulatory framework to ensure safety at holder's facilities | SM:CAE | Chief Inspectors | Quarterly This means that on quarterly basis there will be a performance update with regard to the three measures articulated herein | | |
| Strategic Program | | | | | |
| To implement compliance assurance programme that include inspections, audits, investigations and taking of enforcement action for identified non-compliances | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| To assure holder's compliance with regulatory requirements | CM2a:Quality compliance assurance activities conducted | CM2a:The quantity of activities conducted in the three broad categories of NORM, NTWP & KNPS | CM2a:Effectiveness Measure | CM2a: Volume of inspections, audits and/or investigations conducted | |
| | CM2b:Effectiveness of enforcement actions taken | CM2b: Zero/No repeat offences within 12 months of issuance of directive | CM2b: Impact Measure | CM2b: The impact of the NNR in deterring non-compliance of holders. | |
| | CM2c: Level of compliance | CM2c: improvement in compliance index to increase at the rate of 5% progressively for compliance levels determined at 95% or less | CM2c: Effectiveness Measure | CM2c: Level of improvement in compliance over time | |
| Assumptions/ Notes | | Initiatives/ Projects / Action plans | Who | When | Resources/ Budget |
| That holders and applicants are aware of regulatory requirements | | Conduct inspections, audits, investigation and taking of enforcement action for identified non-compliance | CAE | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | | | | | |
| Integrated compliance index; Act, regulations, orders, directives , regulatory documents and compliance reports from holders, investigation reports, audit reports, conditions of authorisations in licence/COR | | | | | |

Baseline: CM2a: 45 KNPS; 260 NORM; 202 NTWP - CM2b & CM2c: not yet established

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|----------------------------------|-------|----------------|----------------|----------------|----------------|
| CM2a | 341 (KP 51; NTWP :76; NORM: 214) | | | | | |
| CM2b | 0 | 0 | 0 | 0 | 0 | 0 |
| CM2c | N/A | N/A | 5% improvement | 5% improvement | 5% improvement | 5% improvement |

| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|--|--|--|--|---|------------------------|
| Ensure effective nuclear emergency plan | SM:CAE | Functional Coordinator | Quarterly This means that on quarterly basis there will be a performance update with regard to the KPI stipulated herein. | | |
| Strategic Program | | | | | |
| Conduct regulatory emergency preparedness & response exercises | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| To assure that holders have an effective emergency preparedness plan | CM3: Percentage of corrective actions undertaken and validated | Extent to which holders have addressed issues raised by the NNR as per agreed schedule | Effectiveness Measure | Corrective action that needs to be taken by holders post the emergency exercise as identified and recommended by the NNR. | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| Operators have capacity to implement corrective measures identified by the NNR | <ol style="list-style-type: none"> 1. Develop the plan for emergency exercise 2. Scenario development and logistics 3. Conduct regulatory nuclear emergency exercises 4. Produce Final report within 30 days of the exercise. 5. Follow up on implementation of corrective actions 6. Conduct inspections, audits, nuclear emergency exercises; investigation and implement enforcement action for identified non-compliance | | | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | | | | | |
| Emergency Plan; Previous Emergency Reports | | | | | |

Baseline: not yet established

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|---|-------|-------|-------|-------|-------|
| CM3 | 100% Corrective action to be taken by holders as identified and recommended by the NNR. | | | | | |

PART B: OBJECTIVES, MEASURES, KEY PERFORMANCE INDICATORS AND TARGETS

| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|---|--|--|---|--|------------------------|
| Effective Regulatory framework for compliance assurance and enforcement ensure nuclear safety and to assure nuclear security | SM:CAE | Chief Inspectors (CI's) | Quarterly This means that on quarterly basis there will be a performance update with regard to the KPIs articulated herein | | |
| Strategic Program | | | | | |
| To enhance effectiveness and consistency of compliance assurance activities | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| To provide assurance of safety performance of holders through inspections, audits, investigation and taking of enforcement action for identified non-compliance | CM4: Harmonised compliance assurance and enforcement program | CM4: Policy document Workflow and process document | Output Measure | The delivery of a comprehensive compliance assurance program | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| None | 1. Develop and implement a harmonised compliance assurance and enforcement program that is consistent, effective and efficient (harmonised compliance program) | | | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | 2. Enhance the effectiveness of the liaison forums between the NNR and operators (review existing forums, develop TOR of forums, composition, requirements etc.) | | | | |
| Program Plan | 3. Enhance and implement effective enforcement regime through the following means; <ul style="list-style-type: none"> • Establishing cooperation with law enforcement agencies • To develop & implement a dual deterrence / incentivising system to promote compliance culture • To develop a compliance categorisation / indicator system • Develop a compliance index • Implement fine system | | | | |

Baseline: not yet established

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|-----------------------------------|-------------------------------------|--------------------|---------------------|-------|-------|
| CM4 | 100% development of program by Q4 | 60% implementation of program by Q4 | 80% implementation | 100% implementation | TBA | TBA |

| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|---|---|--|--|---|------------------------|
| Effective Regulatory framework to assure nuclear safety and security | SM:SARA | SNP: Coordinator | Quarterly This means that on quarterly basis there will be a performance update with regard to the KPI/ measures articulated herein | | |
| Strategic Program | | | | | |
| Develop and implement the regulatory programme | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| To benchmark and update safety standards and regulatory practices in line with national & international norms and requirements. | CM5:Percentage completion of the NNR specific SAT program of action relating to nuclear safety | CM5: % implementation of the program of action | Output Measure | Completed milestones on the SAT program of action | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| Availability of resources | Implementation of the NNR specific SAT plan. | | | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | <ul style="list-style-type: none"> Develop & review inspection manuals/procedures Inspector training programme review Strengthen regulatory control of radioactive sources Streamline National communication channels | | | | |
| SAT Action Plan Quarterly reports | | | | | |

Baseline: not applicable

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|---|-------|-------|-------|-------|-------|
| CM5 | 42% of the implementation plan to be completed by Q4 of 2011/12 | 60% | 80% | 100% | TBA | TBA |

PART B: OBJECTIVES, MEASURES, KEY PERFORMANCE INDICATORS AND TARGETS

| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|---|--|---|---|---|------------------------|
| Effective Regulatory framework to assure nuclear safety and security | SM:SARA | Functional Coordinator | Quarterly This means that on quarterly basis there will be a performance update with regard to the KPIs articulated herein | | |
| Strategic Program | | | | | |
| Develop and implement regulatory programme for regulation | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| To assure effective implementation of nuclear security measures by holders. | CM6:Implementation of the nuclear security strategy | CM6:% implementation of the strategy over stipulated period of time | Output Measure | Fully deployed actions and milestones on the nuclear security program of action | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| NNR would make provision for more human resources (security specialists) | I. Develop and implement a nuclear security strategy <ul style="list-style-type: none"> • Deployment of national Nuclear Security during UN COP-17 conference. • Review of Position Paper 1117 | | SARA CEA | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | | | | | |
| The nuclear security strategy document; Nuclear Security Standards | | | | | |

Baseline: not applicable

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|--------------------------------------|-------|-------|-------|-------|-------|
| CM6 | 40% implementation of strategy by Q4 | 55% | 70% | 85% | 100% | TBA |

| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|---|--|---|--|--|------------------------|
| Strengthen independent analytical verification capability and capacity within the NNR | SM:SARA | SNP: Coordinator | Quarterly This means that on quarterly basis there will be a performance update with regard to the KPI/ measures articulated herein | | |
| Strategic Program | | | | | |
| Strengthen independent analytical verification capability and capacity within the NNR | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| To establish an independent verification capability for the NNR | CM7:Implementation of the key project milestones | CM7:% completion of action plan for nuclear verification capability | Output Measure | Completed milestones on the project plan | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| That capacity and skills can be developed within project timeframes | 1. Establish fully functional laboratory (Computer Codes). 2. Consultancy and training 3. Accreditation of methods 4. Develop and validate and analytical methods | | SARA | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | | | | | |
| Laboratory Strategy, approved methods of analysis | | | | | |

Baseline: not applicable

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|---|-------|-------|-------|-------|-------|
| CM 7 | 25% of the action plan (i.e. commencement with refurbishment of laboratories) | 40% | 60% | 80% | 100% | TBA |

PART B: OBJECTIVES, MEASURES, KEY PERFORMANCE INDICATORS AND TARGETS

| Strategic Priority | Measure Owner | Measure Col- lator | Frequency of Reporting | | |
|--|---|--|---|---|---------------------------|
| Effective Regulatory frame- work to assure nuclear safety and security | SM:SARA | SNP: Coordina- tor | Quarterly This means that on quarterly basis there will be a performance update with regard to the KPIs articulated herein | | |
| Strategic Program | | | | | |
| Enhance regulatory pro- grammes and apply safety focused research | | | | | |
| Objective | Measure | Unit of Mea- sure/ KPI | Type of Measure | Measure Definition | |
| To undertake regulatory research that ensures that the regulatory regime is strength- ened | CM8:Research plan of action; Relevant studies covering emerg- ing areas for safety regulation | CM8:Number of approved Posi- tion Papers and Procedures | Output Measure | Position papers on: Environment; Randon Dwellings; Depleted Uranium; Procedures for Ra- diological verification system and radiologi- cal site characterisa- tion framework | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| This being an out put measure means that it will be replaced by other relevant measures to be determined in 12/13. This is due to the fact that the position papers in particular will contain recommenda- tions that are to be tabled for approval. This will assist in the articulation of any further measures and targets related to this research. | 1. Develop and table position papers on <ul style="list-style-type: none"> • Environmental protection • Radon in Dwellings • Depleted Uranium 2. Develop and table procedures for <ul style="list-style-type: none"> • Radiological verification system • Radiological site characterisation framework 3. Financial Liability <ul style="list-style-type: none"> • Data acquisition • Cost consequence analysis • Position paper • Updated regulation | | | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | Research plan of action | | | | |

Baseline: not applicable

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|--|-------|-------|-------|-------|-------|
| CM8: | 5 (3 PPs ; 2 Procedures) please refer to Notes for further clarification | | | | | |

| Strategic Priority | Measure Owner | Measure Col-lator | Frequency of Reporting | | |
|--|---|--|--|--|---------------------------|
| Effective Regulatory framework to assure nuclear safety and security | SM:SARA | SNP: Coordinat- tor | Quarterly This means that on quarterly basis there will be a performance update with regard to the KPI/ measures articulated herein | | |
| Strategic Program | | | | | |
| Regulate the safe operation of existing holders and prepare for applications related to nuclear expansion programme | | | | | |
| Objective | Measure | Unit of Mea- sure/ KPI | Type of Measure | Measure Definition | |
| To ensure that the NNR is posi- tioned to respond to initiatives relating to nuclear expansion | CM 9: Plan of action covering pre-licensing issues related to nuclear ex- pansion | CM9:Approved Position Papers in relation to nuclear expan- sions | Out put Measure | Position papers on Nuclear installa- tions; Manufacturing of components for Nuclear installations; EPTB with make rec- ommendations with regard to NNR's ca- pacity to respond to expansions amongst others. | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| This being an out put measure means that it will be replaced by other relevant measures to be determined in 12/13.This is due to the fact that the position papers in particular will contain recommendations that are to be tabled for approval. This will assist in the articulation of any further measures and targets related to this research. | I. Develop and table position papers on <ul style="list-style-type: none"> Nuclear installations Manufacturing of compo- nents for Nuclear installa- tions Emergency Plan Technical Basis (EPTB) External Events Public Participation and Information Document Digital Instrumentation and Control | | SARA | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | Research plan of action | | | | |

Baseline: not applicable

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|--|-------|-------|-------|-------|-------|
| CM9 | Position Paper on Manufacturing; Types of Nuclear Authorisations ;Workshop Draft PP with Eskom | | | | | |

PART B: OBJECTIVES, MEASURES, KEY PERFORMANCE INDICATORS AND TARGETS

| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|---|--|--|---|--|------------------------|
| Build stakeholder trust & confidence | Manager: Communications & Stakeholder Relations (MCSR) | Manager: Communications & Stakeholder Relations (MCSR) | Quarterly This means that on quarterly basis there will be a performance update with regard to the KPIs articulated herein | | |
| Strategic Program | | | | | |
| Communications & stakeholder engagement programme | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| To strengthen stakeholder relations and improve public perceptions of the NNR | CM10:Stakeholder perception index | (%) Level of stakeholders satisfaction with NNR service delivery | Impact and perception measure | The extent to which the NNR is perceived positively by its stakeholders including the public | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| Nuclear expansion has highlighted NNR existence and public awareness on nuclear industry is on the increase | <ol style="list-style-type: none"> 1. Stakeholder engagement program (internal & external) 2. Corporate brand profiling programme 3. Issues & reputation management communications/projects 4. Implement general internal & external communications 5. Implement communications & stakeholder engagement policies 6. Conduct stakeholder surveys | | MCSR | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | | | | | |
| Stakeholder surveys, questionnaires, and reports | | | | | |

Baseline: 60% level of Stakeholder positive perceptions of NNR

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|--|-------|-------|-------|-------|-------|
| CM10 | 60% level of Stakeholder positive perceptions of NNR | 60% | 70% | 74% | 77% | 80% |

| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|--|--|--|---|---|------------------------|
| Fulfil international obligations in terms of the various conventions over which the NNR has jurisdiction | CEO | Manager: Communications & Stakeholder Relations (MCSR) | Quarterly This means that on quarterly basis there will be a performance update with regard to the KPIs articulated herein | | |
| Strategic Program | | | | | |
| International Relations Programme | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| To improve NNR quality of work and effectiveness through compliance with national and international obligations as prescribed by the NNR Act | CM 11: New/needed and necessary improvement(s) made to the NNR due to participation in various international forums / obligations | Number of implemented improvements | Quality & Best Practice Learning | The value addition to the NNR at any level as a direct result of participating in international forums and aligning/ complying with stated obligations. This improvement maybe in operations, governance or regulation as long as it has been determined to add value to NNR mandate. | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | | When | Resources/ Budget |
| Post Fukushima nuclear event could bring about policy changes affecting nuclear safety regulation | <ol style="list-style-type: none"> 1. Participate at Safety Standards committees of the IAEA 2. Attend statutory / obligatory meetings 3. Attend technical meetings, forums, workshops & conferences 4. Bilateral relations programme 5. Participate at regulatory forums (FNRBA, etc) 6. Compile and submit national nuclear safety joint conventions reports 7. Organise and coordinate international regulatory workshops & events 8. Host international VIPs and fellows | | MCSR | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | | | | | |
| Reports, organisational performance indicators | | | | | |

Baseline: at least 1 approved improvement a year e.g. proposed amendments to the NNR Act

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| CM 11 | at least 1 improvement a year | at least 1 improvement a year | at least 1 improvement a year | at least 1 improvement a year | at least 1 improvement a year | at least 1 improvement a year |

PART B: OBJECTIVES, MEASURES, KEY PERFORMANCE INDICATORS AND TARGETS

FINANCIAL PERSPECTIVE

Goal 4: Ensure Financial Viability and Sustainability of the Organisation.

FINANCIAL SUMMARY OF MEASURES & KPIS

| MEASURE | KPI | WHAT DOES IT MEASURE? | TARGETS |
|--|---|------------------------|---|
| FM1 :Level funding/ cost strategic program | FM1: Ratio | Adequacy of funding | 1:1 |
| FM2:Variation from budget | FM2: % budget variation (either positive or negative) | Efficient use of funds | <5% i.e. less than 5% variation from budget |



| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|---|--|----------------------|---|---|------------------------|
| Financial Viability and Sustainability | CFO | CFO | Quarterly This means that on quarterly basis there will be a performance update with regard to the KPIs articulated herein | | |
| Strategic Program | | | | | |
| Financial administration | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| To ensure that the NNR continues to remain a financially viable entity i.e. Adequate revenue to meet NNR strategic objectives | FMI :Level funding/ cost strategic program | FMI: Ratio | Efficiency Measure | To measure adequacy of the funding in relation to its ability to facilitate the successful implementation of the NNR strategy | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| Management will fully participate in practicing prudent financial management | <ol style="list-style-type: none"> 1. Develop a viable funding model by Q4 2011/12. 2. Implement procedures for effective and efficient financial management in accordance with action plan 3. Review formula for the calculation of authorisation fees 4. Review financial liability framework and verify the adequacy of the level of financial security as entailed in the NNR Act 5. Ensure adequate cash flow and liquidity of the NNR | | CFO | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | | | | | |
| Budget, MTEF, Strategic Plan. | | | | | |

Baseline: 0.8:1 Funding to cost ratio

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|-------|-------|-------|-------|-------|-------|
| | 1:1 | 1:1 | 1:1 | 1:1 | 1:1 | 1:1 |

PART B: OBJECTIVES, MEASURES, KEY PERFORMANCE INDICATORS AND TARGETS

| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|---|--|---|---|--|------------------------|
| Financial Viability and Sustainability | CFO | CFO | Quarterly This means that on quarterly basis there will be a performance update with regard to the KPIs articulated herein | | |
| Strategic Program | | | | | |
| Financial administration | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| 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) | Efficiency Measure | The efficient use of the budget in delivering programs per department and at corporate level | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| Management will fully participate in practicing prudent financial management | 1. Training management on financial requirements and management 2. Implement an ERP system / enhance current ACCPAC 3. To decentralise the financial monitoring system | | CFO | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | | | | | |
| Budget, MTEF, Strategic Plan. | | | | | |

Baseline: not established

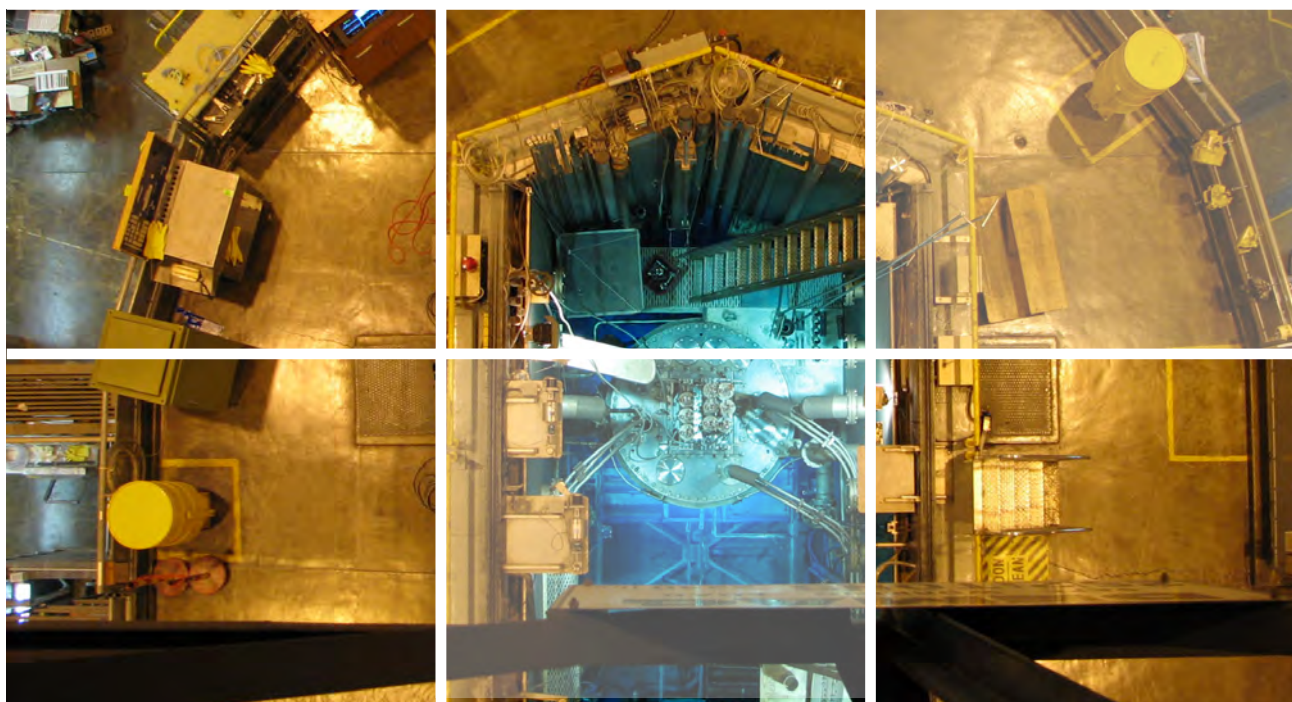
| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|---|---|---|---|---|---|
| | <5% i.e. less than 5% variation from budget | <5% i.e. less than 5% variation from budget | <5% i.e. less than 5% variation from budget | <5% i.e. less than 5% variation from budget | <5% i.e. less than 5% variation from budget | <5% i.e. less than 5% variation from budget |

INTERNAL PROCESSES PERSPECTIVE

Goal 3: Create a High Performance Culture.
Goal 5: Develop and Maintain Sound Organisational Infrastructure.
Goal 6: Enhance Good Governance.

INTERNAL PROCESSES SUMMARY OF MEASURES & KPIS

| MEASURE | KPI | WHAT DOES IT MEASURE? | TARGETS |
|--|--|------------------------------------|--|
| PM1: Unqualified audit (external) | Rating (Qualified / unqualified) | Quality | Unqualified Audit Report; |
| PM2: Risk maturity level | Rating / level | Quality Measure | Level 2 risk maturity |
| PM3: Level of Effectiveness of the NNR Board | PM3: % performance of the Board | Effectiveness Measure | Annual Target: 80% level of Board Effectiveness |
| PM4: Infrastructure down time (TAT) | PM4: Length of time it takes to restore systems when there had been a breakdown / blackout/ shutdown i.e. Number of days | Efficiency & Effectiveness Measure | 2 days down time (from the time of the system breakdown to the time they have been restored) |
| PM5a: Organisational Excellence Rating | PM5a: Rating in points and % | Quality | 400 excellence points . (score for criterion part x factor = excellence level) |
| PM 5b: Level of Organisational performance | PM5b: % performance of the NNR Annual Plan implementation | Effectiveness | 80% (4) |



PART B: OBJECTIVES, MEASURES, KEY PERFORMANCE INDICATORS AND TARGETS

| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|---|---|----------------------------------|---|---|------------------------|
| Promote good governance | CFO | CFO | Quarterly This means that on quarterly basis there will be a performance update with regard to the KPIs articulated herein | | |
| Strategic Program | | | | | |
| Institute and maintain a system of internal controls and risk management | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| To improve and maintain an effective system of internal controls | PMI:Unqualified audit (external) | Rating (Qualified / unqualified) | Quality | Measure the soundness and effectiveness of the organisation's governance framework. | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| All departmental heads ensure compliance with policy frameworks such as SCM, DOA etc. | <ol style="list-style-type: none"> 1. Ongoing implementation of best practice management structures 2. Implement external audit process 3. Ensuring compliance with policy frameworks e.g. Supply Chain Management policy 4. Ensuring that AG's findings are addressed in time and that there are no repeat findings in the next audit. | | CEO CFO EXCO | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | | | | | |
| AG's reports, internal audit reports, risk registers, National Treasury Guidelines | | | | | |

Baseline: Unqualified Audit Report

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| | Unqualified Audit Report; | Unqualified Audit Report; | Unqualified Audit Report; | Unqualified Audit Report; | Unqualified Audit Report; | Unqualified Audit Report; |

| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|--|---|----------------------|--|---|------------------------|
| Promote good governance | CEO | RIA | Annually This means that on an annual basis there will be a performance update with regard to the KPI/ measure articulated herein | | |
| Strategic Program | | | | | |
| Institute and maintain a system of internal controls and risk management | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| To improve and maintain an effective system of internal controls and risk management | PM2:Risk maturity level | Rating / level | Quality Measure | Measures the extent to which the organisation's internal controls are robust to mitigate against risk | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| All departmental heads ensure compliance with policy frameworks | 1. Ongoing implementation of best practice system of internal controls 2. Implement Internal audit process 3. Implement risk assessment and monitoring processes 4. Ensuring that AG's findings are addressed in time and that there are no repeat findings in the next audit. | | | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | | | | | |
| AG's reports, internal audit reports, risk registers, National Treasury Guidelines | | | | | |

Baseline: not established

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Level 2 risk maturity | Level 3 risk maturity | Level 4 risk maturity | Level 4 risk maturity | Level 4 risk maturity | Level 4 risk maturity |

PART B: OBJECTIVES, MEASURES, KEY PERFORMANCE INDICATORS AND TARGETS

| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|---|--|----------------------------|--|--|------------------------|
| Promote Good Governance | CS | CS | Annually This means that on an annual basis there will be a performance update with regard to the KPI/ measure articulated herein | | |
| Strategic Program | | | | | |
| Effective governance structures | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| To develop and maintain independent and effective governance structures | PM3: Level of Effectiveness of the NNR Board | % performance of the Board | Effectiveness Measure | Measuring the effectiveness of the NNR Board in executing its oversight function | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| The Board of Directors of the NNR will self assess | <ol style="list-style-type: none"> 1. Induction & training of non executive directors by 30 September 2012 2. Board's Compliance monitoring (compliance check list) , Q3, 2011/12 3. Implementation of the board compliance index, Q4, 2011/12 4. Annual board evaluation , Q3, 2011/12 5. On going implementation and administration of the Board calendar of activities 6. Production of the Board evaluation report, Q3 2011/12 7. Effectiveness of Board Committees i.e. framework for decision making in place, Q3,2011/12 | | CS | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | | | | | |
| Board evaluation report; NNR Act; King III | | | | | |

Baseline: not established

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|---|---|---|---|---|---|
| | Annual Target: 80% level of Board Effectiveness | Annual Target: 80% level of Board Effectiveness | Annual Target: 80% level of Board Effectiveness | Annual Target: 80% level of Board Effectiveness | Annual Target: 80% level of Board Effectiveness | Annual Target: 80% level of Board Effectiveness |

| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|---|--|---|---|---|------------------------|
| Develop and maintain sound organizational infrastructure | IT Manager | IT Manager | Quarterly This means that on quarterly basis there will be a performance update with regard to the KPI/ measure articulated herein | | |
| Strategic Program | | | | | |
| Maintain sound ICT infrastructure | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| Develop and maintain sound organisational infrastructure | PM4:Infrastructure down time (TAT) | PM4:Length of time it takes i.e. Number of days | Efficiency & Effectiveness Measure | The extent to which systems and other infrastructure are unusable for the execution of NNR business | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| The down time is in relation to any type of infrastructure that can not be utilised for business operations | <ol style="list-style-type: none"> Maintain sound ICT infrastructure through implementing the IT Strategy <ul style="list-style-type: none"> 30% implementation of ICT strategy by Q2 50% implementation of ICT strategy annually Business continuity plan developed and implemented (fully automated business system) Developing and implementing the document management strategy (EDMS) Implementing a disaster recovery program (back up facility available to ensure no loss of data due to theft or destruction of computer equipment) Ensure development of sound infrastructure i.e. Library & resource centre; NNR cafeteria Develop and Implement Knowledge Management Strategy & systems | | IT | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | | | | | |
| System reports | | | | | |

Baseline: 0 days down time

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | 2 days down time | 2 days down time | 2 days down time | 2 days down time | 2 days down time | 2 days down time |

PART B: OBJECTIVES, MEASURES, KEY PERFORMANCE INDICATORS AND TARGETS

| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|---|---|---|--|--|------------------------|
| High Performance Culture | Manager :Strategy & Organisation Performance (MSOP) | Manager :Strategy & Organisation Performance (MSOP) | Annually This means that on an annual basis there will be a performance update with regard to the KPI/ measure articulated herein | | |
| Strategic Program | | | | | |
| High Performance Culture | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| To establish and maintain a high performance culture through defining, developing and implementing quality management programs and standards | PM5a:Organisational Excellence Rating | Rating in points and % Based on the Business Excellence Quality Model | Quality | The extent to which the NNR practices best-practice organisational management standards. | |
| | PM 5b: Level of Organisational performance | % performance of the NNR Annual Plan implementation | Effectiveness | The annual level of achievement on the NNR balanced scorecard | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| The organisational excellence program will be adopted by the NNR. *The business excellence program is designed to ensure best practice implementation in organisation's management systems and processes. This is done so as to inculcate total quality management | <ol style="list-style-type: none"> 1. Establish internal service standards between departments 2. Implement the Organisational Excellence program 3. Corporate performance monitoring - Maintenance of the corporate performance dashboard 4. Cascade the corporate scorecard to operational plans 5. Develop quality standards 6. Implement a Quality Management System <ul style="list-style-type: none"> • Harmonisation of processes and standards 7. Automate the corporate dashboard (performance information on intranet) 8. Team Build & Strategy Planning Retreat for EXCO & Managers in Q4 9. Complete the setting up of the project management office (PMO) | | MSOP | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | | | | | |
| Strategic plan, operational plans, working documents, performance reports | | | | | |

Baseline: PM5a: 700 points level of excellence (international benchmark best practice) PM5b: 60% balanced scorecard achievement

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| PM5 a | 400 excellence points | 600 excellence points | 750 excellence points | 800 excellence points | 800 excellence points | 900 excellence points |
| PM5b | 80% (4) | 80% or above (4) | 80% or above (4) | 80% or above (4) | 80% or above (4) | 80% or above (4) |

| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|---|--|---|---|---|------------------------|
| Promote Good governance | Legal Counsel (LC) | Legal Counsel | Quarterly This means that on quarterly basis there will be a performance update with regard to the KPI/ measure articulated herein | | |
| Strategic Program | | | | | |
| Compliance with national legislation and policy | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| To ensure compliance with applicable legislation and policy framework | PM6:Legislative compliance index | % Level of compliance with legislative requirements | Quality | The extent to which the NNR complies with legislative requirements as evidenced in all areas of operation | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| Awareness of all relevant legislation | 1. Monitoring & scanning of the legislative environment and implementing as appropriate 2. Policy updates and reviews as appropriate 3. Implement a system to prevent or detect non compliance with governance policies 4. Institutionalising corporate performance reporting and ensuring compliance with standard | | LC | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | | | | | |
| Legislation, quarterly compliance reports, policies | | | | | |

Baseline: 0 days down time

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| | 80% level of legislative compliance | 80% level of legislative compliance | 80% level of legislative compliance | 80% level of legislative compliance | 80% level of legislative compliance | 80% level of legislative compliance |

PART B: OBJECTIVES, MEASURES, KEY PERFORMANCE INDICATORS AND TARGETS

LEARNING & DEVELOPMENT

| | |
|--|---|
| Goal 7: Ensure Effective Human Capital Management | LEARNING & GROWTH SUMMARY OF MEASURES & KPIS |
|--|---|

| MEASURE | KPI | WHAT DOES IT MEASURE? | TARGETS |
|-------------------------------------|---|----------------------------------|--|
| LM1:Employee satisfaction level | LM1:% of employee satisfaction | Effectiveness Perception measure | 55% Employee satisfaction level |
| LM2:Average staff performance level | LM2: % Average employee performance level | Output and effectiveness measure | 80% (4) Average employee performance level |



| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|--|---|--------------------------------|---|---|------------------------|
| Appropriate deployment and management of talent and knowledge | SM: Corporate Services | SM: Corporate Services | Quarterly This means that on quarterly basis there will be a performance update with regard to the KPI/ measure articulated herein | | |
| Strategic Program | | | | | |
| Effective Human Capital Management | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| To have satisfied and productive employees | LMI:Employee satisfaction level | LMI:% of employee satisfaction | Effectiveness & Perception measure | The extent to which the employees perceive the organisation to be an employer of choice | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| There is a relevant HR strategy | 1. Ensure HR governance by implementing relevant policies and ensure that recruitment processes are in line with recruitment policies 2. Implement talent management and succession planning program 3. Develop and implement employment equity plan(EE etc.) 4. Conduct a skills audit 5. Ensure training and development addresses skills set that match the organizational requirements and demographic profile by establish a training & development plan 6. Develop and implement the Employee Wellness program | | HR | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | | | | | |
| Survey results; Performance management system results; Performance contracts average performance results | | | | | |

Baseline: not established

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|-----------------------------|-------|-------|-------|-------|-------|-------|
| Employee satisfaction level | 55% | 70% | 75% | 80% | 85% | 85% |

PART B: OBJECTIVES, MEASURES, KEY PERFORMANCE INDICATORS AND TARGETS

| Strategic Priority | Measure Owner | Measure Collator | Frequency of Reporting | | |
|--|---|---|---|---|------------------------|
| Appropriate deployment and management of talent and knowledge | SM: Corporate Services | SM: Corporate Services | Quarterly This means that on quarterly basis there will be a performance update with regard to the KPI/ measure articulated herein | | |
| Strategic Program | | | | | |
| Effective Human Capital Management | | | | | |
| Objective | Measure | Unit of Measure/ KPI | Type of Measure | Measure Definition | |
| To be the employer of choice | LM2: Average staff performance level | 80% (4) Average employee performance level | Output and effectiveness measure | The extent to which employees perform relative to the performance goals they had set for themselves | |
| Assumptions/ Notes | Initiatives/ Projects / Action plans | | Who | When | Resources/ Budget |
| | 1. Development and approval of the HR Strategy 2. Conduct the salary benchmark and job grading exercise 3. Implement an effective performance management system 4. Align corporate performance to individual performance 5. Implement automated HR management system (HR VIP System) 6. Review and develop HR suite of policies and procedures | | HR | As per plan/ milestone chart | As per approved budget |
| Measure Data Source | | | | | |
| Survey results; Performance management system results; Performance contracts average performance results | | | | | |

Baseline: not established

| Annual Targets | 11/12 | 12/13 | 13/14 | 14/15 | 15/16 | 16/17 |
|----------------|---|---|---|---|---|---|
| | 80% (4) Average employee performance level | 80% (4) Average employee performance level | 80% (4) Average employee performance level | 80% (4) Average employee performance level | 80% (4) Average employee performance level | 80% (4) Average employee performance level |

PART C: BUDGET FORECASTS

| National Nuclear Regulator | 2011/12 Published | 2012/13 | 2013/14 | 2014/15 | 2012/13 | 2013/14 | 2014/15 |
|--|----------------------|----------------|----------------|----------------|------------|--------------|------------|
| REVENUE | | | | | | | |
| Non-tax Revenue | 103 935 | 106 043 | 122 149 | 132 746 | | | |
| Sale of goods and services other than capital assets of which: | | | | | | | |
| Admin fees | 103 435 | 102 115 | 120 361 | 132 196 | -1.3% | 15% | 9% |
| Sales by market establishment | | | | | | | |
| Other non-tax revenue | 500 | 3 929 | 1 788 | 550 | 87% | -120% | -225% |
| Transfers received | 14 238 | 43 260 | 34 452 | 36 558 | 67% | -26% | 6% |
| Total revenue | 118 173 | 149 304 | 156 601 | 169 303 | 23% | 2% | 8% |
| EXPENSES | | | | | | | |
| Current expenses | 142 000 | 149 304 | 156 601 | 163 303 | | | |
| Compensation of employees | 103 752 | 105 644 | 111 982 | 122 200 | 1.8% | 6% | 8% |
| Goods and services | 34 159 | 38 464 | 39 283 | 41 627 | 12.6% | 2.1% | 6% |
| Depreciation | 4 089 | 5 183 | 5 323 | 5 463 | 27% | 2.7% | 5% |
| Interest, dividends and rent on land | - | 12 | 13 | 13 | 100% | 5% | 5% |
| Acquisition of assets | 12 050 | 12 950 | 2 135 | 2 857 | 7% | -506% | 25% |
| Total expenses | 154 050 | 149 304 | 156 601 | 169 303 | 0% | 2% | 6% |
| Surplus / (Deficit) | (35 877) | - | - | - | | | |

NOTES

Revenue

The National Nuclear Regulator has two major revenue streams:

Transfers received from National Treasury and Authorisation fees. Other income in the form of interest earned is part of other non tax revenue .

The 2012/13 year sees an increase in the Government Grant as follows:

| Government Grant | 2011/12 | 2012/13 |
|-------------------------|----------------|----------------|
| Regular | 14 238 000 | 33 260 210 |
| Special | 21 192 000 | 10 000 000 |

The special grant for the 2011/12 was granted due to the unforeseen loss of income as a result of the closure of the PBMR facility. In the 2012/13 financial year, a special grant of R10million has been budgeted for in order to refurbish the Site office in Capetown.

Expenditure

As the NNR is a service organisation, compensation of employees remains the most significant expense. The NNR employs specialist in order for it to deliver on its mandate. The increase is also necessitated by additional resources that are required for the Steam Generator Replacement and New Nuclear Build Programmes .



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