

# CSN Strategic Plan 2005-2010

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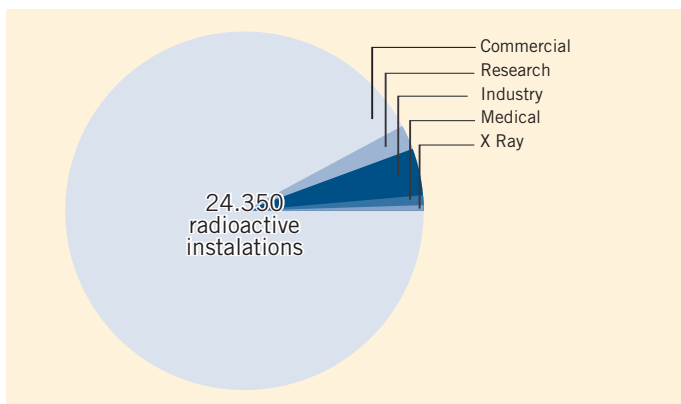
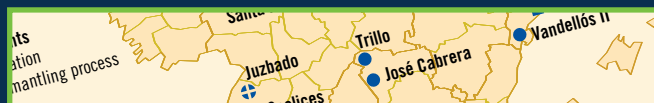
## **Mission**

To protect the workers, the general public and the environment against the harmful effects of ionising radiations, ensuring that nuclear and radioactive facilities are operated safely by the licensees and establishing prevention and correction measures for radiological emergencies, regardless of their origin.

## **Vision**

An organisation independent from the Public Administrations and the licensees of the facilities and reporting to the Parliament of the Nation. An organisation technically qualified for its proposals and decisions to be rigorous and its activities to be carried out efficiently, effectively and transparently, such that it warrant the trust of Spanish society and constitute a point of reference at international level.

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## Introduction

The Nuclear Safety Council (CSN), which was created by Law 15/1980 of 22nd April, is the public authority responsible for nuclear safety and radiological protection. It is independent from the General State Administration and possesses its own legal standing and estate.

The CSN is responsible for issuing compulsory reports and recommendations and for the inspection and evaluation of the facilities included within its realm of competence during their construction, start-up, operation and decommissioning. It is also responsible for the radiological control and surveillance of the workers, the general public and the environment and for carrying out studies, assessments and inspections in relation to all phases of radioactive waste management.

The CSN reports to the Spanish Parliament and is not subject to the hierarchy or auspices of the Government or the organisations in charge of promoting nuclear energy. It performs its functions independently of both the ministerial departments and the other agents participating in the nuclear field.

The Council has drawn up the present Strategic Plan with a view to meticulously meeting the ever-increasing obligations attributed to it by law and to responding efficiently to the expectations of society and of other stakeholder groups. Taking into account the current conditions of the social environment and those foreseeable in the future, the Plan establishes the results sought, the strategies mapped out and the objectives for the coming five years.

The activities of the CSN are aimed at highly diverse sectors, as regards structure, technological capacity and number of facilities.

In Spain there are nine nuclear reactors on seven sites, belonging to three different generations. The safety standards have evolved with time, as a result of which each generation of plants has used increasingly modern standards. Six of these reactors are of the Westinghouse PWR type (USA), two are General Electric design BWR plants (USA) and one is a PWR

designed by Siemens (Germany). A large part of the standards applied at the plants comes from the country of origin of the technology. In addition to these installations, Spain has a nuclear fuel manufacturing facility and a low and intermediate level waste disposal centre.

The licensees of the nuclear and fuel cycle facilities are major organisations that have important in-house or third-party technical capabilities (major suppliers, national or overseas engineering firms, international nuclear industry organisations such as NEI or EPRI, etc.). The sector includes a very small number of licensees, and in the case of the electricity utilities there is an association, UNESA, that coordinates their activities in the nuclear field.

There are also some 1,350 radioactive installations operating for industrial, medical, commercial, research and teaching purposes and subject to a system of prior authorisations, and approximately 23,000 medical diagnosis X-ray facilities subject to a system of declaration and registration.

Furthermore, there are some 90,000 workers at these facilities and in the companies rendering services to them whose exposure to ionising radiations is controlled by the licensees in agreement with requirements established by the CSN. Likewise, the country has more than 60 radiological protection services, 45 radiological protection technical units and 25 personal dosimetry services, all authorised by the CSN, that render specialist services to the facilities.

The CSN has a dual role in nuclear or radioactive emergency plans: on the one hand it acts as the regulatory authority with regard to on-site emergency plans and on the other is part of the national emergency system, actively participating in all its phases: development of the legal framework, preparation, implementation and maintenance of the operability of the plans and emergency response.

Among the functions performed by the CSN are the assessment of the environmental radiological impact of the facilities and environmental radiological surveillance and control. In complying with this function the Council, in collaboration with different universities and institutions, controls the surveillance

programmes implemented by the licensees in the areas surrounding the facilities and has developed and operates a surveillance network that allows insight to be gained into the radiological status of the environment throughout the country.

The activities carried out by the CSN first affect the society that the Council is required to protect and keep informed. They also affect the institutions (including the Parliament and the different administrations, the political parties, trade unions, professional associations, scientific and professional bodies and other associations), the licensees of facilities and activities, the personnel of the facilities, their clients and suppliers, people living in the vicinity of the installations, the media and, in general, any person or organisation that might be affected by the activity of the Council.

The Strategic Plan represents the commitment of the entire organisation to the results expected, the objectives mapped out and the methods and resources to be used to meet them. It is the result of a process directed by the Council, in which consideration has been given to the expectations of society and various stakeholder groups (the Central and Autonomous Community Administrations, the licensees of the facilities and the CSN staff).

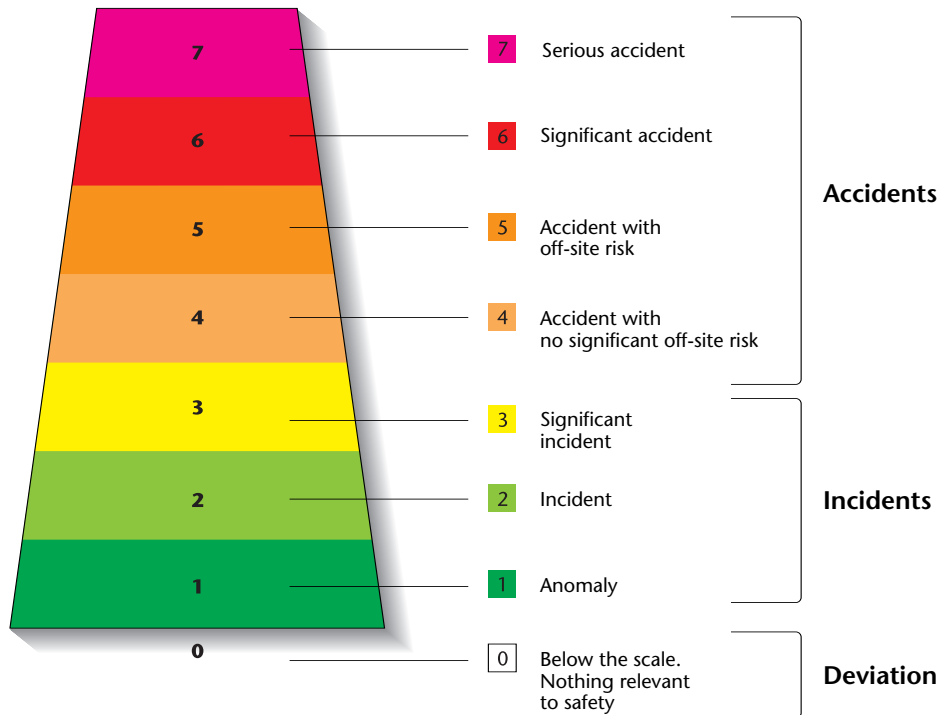
The following chapters deal with the Mission and Vision of the Regulatory Body, summarise the analyses of the social environment performed to prepare the Plan and establish the results expected of the organisation. Described below are the strategies established (Safety and protection, Management and organisation and Social credibility) and the objectives associated with them. Finally, the most significant activities to be carried out in order to achieve the objectives are included.

The Strategic Plan covers the period 2005-2010. It is a dynamic document that will be kept updated. Furthermore, every two years a formal analysis of its continued validity will be undertaken.

## 1. Mission and Vision

The Mission of the CSN is to protect the workers, the general public and the environment against the harmful effects of ionising radiations, ensuring that nuclear and radioactive facilities are operated safely by the licensees and establishing prevention and correction measures for radiological emergencies, regardless of their origin.

In this definition a distinction is made between three basic elements. The first implies an unequivocal commitment by the institution to the society to which its services are provided, in keeping with its *raison d'être*, which is to protect the workers, the general public and the environment.





The second element explicitly establishes the direct responsibility of the licensees of the facilities and activities in relation to safety and radiological protection, and the role of the CSN in controlling this issue.

Finally, the third element contemplates the participation of the Council in the management of radiological emergencies, including those that might arise outside the regulated activities and installations, in coordination with the public administrations and the licensees of the practices.

The Council's Vision regarding the type of organisation that it seeks to be is as follows:

An organisation independent from the Public Administrations and the licensees of the facilities and reporting to the Parliament of the Nation. An organisation technically qualified for its proposals and decisions to be rigorous and its activities to be carried out efficiently, effectively and transparently, such that it warrant the trust of Spanish society and constitute a point of reference at international level.

The elements that characterise this Vision are as follows:

**Reporting to the Parliament of the Nation**, as the body creating the CSN and ultimately the representative of the interests of the members of the public. The relation with the Parliament is required to be agile and direct, such that in addition to controlling and monitoring CSN activities, it be kept informed of the needs of the Institution and provide it with the legal framework and adequate resources for it to achieve its Mission.

**Independence from the Public Administrations**, embodied in the following:

- Functional independence, understood as reciprocal respect for and acceptance of the competences legally assigned to

each organisation and that jointly constitute the regulatory system.

- Financial and human resources independence, understood as the legal capacity to arbitrate the necessary provisions in order to make available the resources required for fulfilment of its obligations.
- Regulatory powers, understood as the faculty to issue technical instructions of regulatory standing, in the terms established by law.
- Powers to apply penalties, understood as the capacity to propose and, where appropriate, initiate, process and resolve certain administrative procedures for cases of non-compliance by the licensees of nuclear and radioactive facilities, in the terms established in the legislation.

**Independence from the licensees of the facilities**, embodied in the following:

- Functional independence, understood as reciprocal respect for and acceptance of the responsibilities of each party, based on fluid and rigorous relationships, compatible with the absence of interference in CSN criteria development or decision-making.
- Financial independence, such that the activities of the Organisation not be weakened or constrained by the lack of necessary economic resources.

**Technically qualified implies the following:**

- The availability of professionals having the necessary skills and experience in the areas of knowledge that constitute the basis for the essential responsibilities of the CSN.
- Constant updating of the aforementioned knowledge.
- Guaranteeing a situation in which knowledge and experience are part of the collective equity of the body.
- Providing the CSN professionals with the technical resources required for the performance of their activities at all times.





Rigorous performance of activities refers to the following:

Performance of regulatory activities in an objective and impartial manner, on the basis of clearly established technical and scientific criteria developed from the best available knowledge and experience, such that the regulatory function be just and predictable.

Being efficient and effective means:

- Performing the functions assigned punctually and to a high level of quality, concentrating on the aspects of greatest safety significance.
- Implementing organisational methods suited to the technical nature of the body, such that the participation of the management chain contributes to the creation of value.
- Continuous analysis of the organisational procedures, processes and structures, in order to avoid a tendency towards routine.
- Avoidance of unnecessary regulatory burdens.

Being transparent implies the following:

a) Internally:

- Establishing channels of communication between the management of the Council and its personnel favouring general knowledge of the criteria and strategic directives issued by the management and promoting the participation of the Council's professionals in their development. Furthermore, and reciprocally, the establishment of mechanisms allowing the initiatives and approaches of the personnel to be transmitted to the management of the CSN in all aspects of technical, human and professional relationships.

b) As regards external relations:

- Supplying valid and verifiable information at the opportune moment.

- Maintaining communications with the public administrations, the public, the licensees and social agents, allowing the latter to learn of and understand the decisions of the body and the underlying reasoning.
- Bringing the CSN closer to society in order to facilitate use of the services rendered by the body.
- Gathering information, opinions and suggestions regarding the activities of the CSN from different areas and ensuring updated awareness of social perception of compliance with its Mission.
- Undertaking information and training activities regarding the nature of radiological risk and the activities of the body, for the benefit of society.

Warranting trust and constituting a point of reference implies the following:

- Achieving a situation in which Spanish society considers the information and technical judgements issued by the CSN within its realm of competence to be a reliable reference.
- Being valued as an organisation that performs its activities efficiently and effectively.
- Constituting a reference model in the international context, and in particular in the context of the different regulatory bodies.

The Mission and Vision of the CSN constitute the principles that guide the present Strategic Plan and provide the Council with a clear, unified and long-term management structure for all its activities. The Mission and Vision are an expression of the future expectations of and challenges facing the CSN and also underline the importance of the functions exclusively attributed to us by the legislation.





## 2. Analysis of the social environment



The activities of the CSN in the coming years will very probably be influenced by the following circumstances:

- Society is becoming increasingly sensitive to matters relating to ionising radiations, and very especially to their impact on the public and the environment. Also growing are society's demands for the safety of the facilities and for transparent information. As a result, and in addition to safety issues, the Council must pay special attention to the transparency of its actions and to its credibility.
- Most of the activities performed by the CSN are considered a public service, for which reason all the Council's actions must be steeped in the concept of service to the man in the street. The demands of the public revolve around the requirement of optimum levels of quality and efficiency.
- The liberalisation of electricity production, the evolution of electricity tariffs and other factors may lead the licensees of nuclear facilities to adopt cost reduction policies. This obliges both the Council and the licensees to intensify their efforts to guarantee that economic pressures do not compromise the safe management of the installations.
- Regulatory systems are constantly evolving and are increasingly oriented towards aspects relating to risk, becoming less prescriptive and concentrating more on processes and results. The Council has performed an in-depth analysis of the regulatory system in place in Spain and must promote and, where appropriate, implement the necessary improvements.

- The activities of the CSN are influenced by obligations arising as a result of Spain's ratifying international conventions, by the standards of the European Union and by the multi-lateral or bilateral commitments entered into by the Council itself. The actions taken by the CSN must be in keeping with the international context.
- The Spanish nuclear standards are based on the Nuclear Energy Act approved in 1964. The system of standards has certain shortcomings in relation to issues such as the licensing and control of the dismantling of facilities, the unification and systematisation of technical criteria for the management of wastes, including very low level wastes (generated in large quantities during dismantling activities) and their possible declassification. Consequently, the standards need to be updated on the basis of a meticulous analysis of the existing shortcomings.
- There is a series of issues relating to nuclear facilities that demands, and will continue to demand, increasing attention by both the CSN and the licensees, such as the following:
- The ageing of certain plants, which are approaching their design lifetime limits, for which dismantling or, where appropriate, lifetime extension activities will need to be initiated.
- The approach to irradiated fuel storage pool saturation limits.
- The contribution of human action and organisational factors to the risk of the facilities.
- Updating of the technology of certain elements and systems of the facilities.
- The initiation of dismantling of the José Cabrera nuclear power plant, which will be definitively shut down in 2006, and continuation of dismantling and decommissioning activities at Vandellós I NPP and various radioactive and fuel cycle facilities. In this context, it will be necessary to develop criteria for the termination of practices, as regards both release of the land and post-shutdown activities, especially at sites subject to certain restrictions on subsequent use.
- In the coming years, the gradual depletion of the storage capacity of the nuclear power plant pools will lead to the search for solutions for the safe storage and management of radioactive wastes and to development of an appropriate standards and regulatory framework.
- It is necessary to determine the criteria applicable to interventions to reduce the level of radiological risk in zones affected by accidents, natural events and industrial processes, taking into account the different characteristics of the resources affected and the management of the wastes generated.
- The national system for emergencies and the participation of the CSN in this system must be adapted to the changes arising as a result of events such as approval of the new Basic Nuclear Emergency Plan (PLABEN) in July 2004, the consideration of possible emergency situations as a result of malicious actions or the future approval of the Civil Defence directive on radiological risks. At the same time, the Council should maintain the continuous technological updating of its intervention resources and systems. Furthermore, there is increasing participation by the different social agents in the decision-making process regarding the planning and preparation for emergency situations and the corresponding response. This implies the need to reinforce the programmes for public information and the training of those involved.
- The basic assumptions used for the security systems have undergone a profound modification that affects not only nuclear facilities but also radioactive sources and their transport. As a result, multiple activities are being undertaken at national and international level, activities from which the CSN cannot remain disassociated.
- An increase is expected in the number of radioactive installations (or the extension of those already in existence), especially as regards security inspection equipment, radiotherapy, PET, nuclear medicine and immunotherapy. Innovative technologies are being increasingly used at both traditional facilities and at others which until recently did not exist in Spain, such as centres for the production of isotopes by means of cyclotrons. The Council will need to keep its knowledge of all such facilities updated, along with the applicable regulatory system.



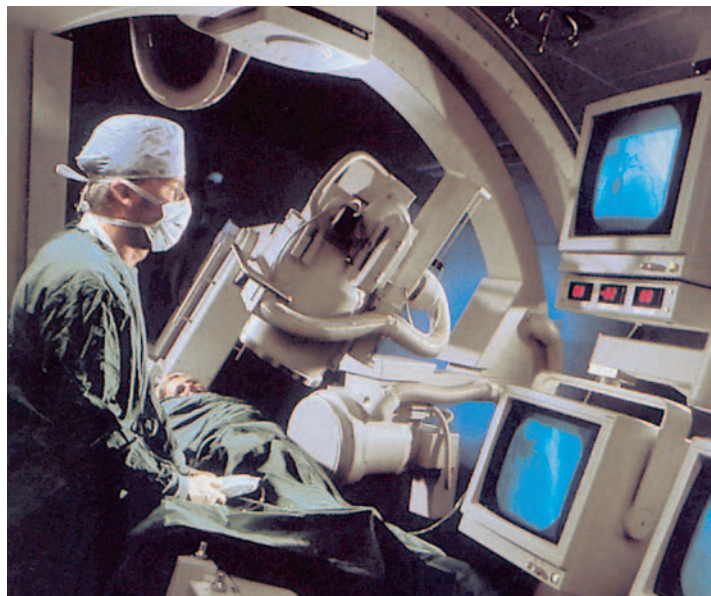


- There is international consensus regarding the need to widen the scope of the current radiological protection system, which is anthropocentric in nature, to include protection of the environment among its objectives. These new trends will require a re-orientation of the concept and scope of the environmental radiological surveillance programmes.
- Within the function defined in section VII of the Regulation on Protection against Ionising Radiations, the CSN has established an action plan to assess the risks associated with natural radiation. The application of this plan will require additional activities in the coming years.
- As is the case in other countries, the ALARA principle is not implemented at radioactive facilities and transport companies to the same extent as it is at nuclear installations. The activities already initiated by the CSN and the licensees to achieve such implementation will need to continue in the future.
- The demanding healthcare requirements applicable to radiopharmaceuticals are giving rise to a situation in which production is being transferred to large centralised radiopharmaceutical units, distribution to the facilities being in the form of single doses, which in turn leads to an increase in radioactive material transport activities. The increasing use of equipment containing radioactive sources in other industrial applications will also cause such transport operations to increase. This implies a dual challenge: the implementation of a real dose minimisation culture among the personnel involved and the availability of an adequate infrastructure to respond to whatever emergencies might occur.
- It is to be expected that stray sources will continue to be detected at installations related to the processing of metallic materials. At international level, concern for this issue is increasing and certain actions are being taken to control it, such as the one included in the European Directive on high activity sources and stray sources. In this respect, it will be necessary to promote initiatives aimed at improving the practical application of the Protocol for collaboration in the Radiological Surveillance of Metallic Materials in areas such as personnel training, action and instrumentation proce-

dures and those relating to the management of incidents and analysis of the experience acquired.

- The technical infrastructure and national training systems relating to nuclear safety and radiological protection must be kept updated and their structures and human and technological teams and equipment constantly renewed, preventing loss of the know-how generated, which may occur as a result of circumstances already detected, such as the following:
  - Limitations affecting laboratories accredited for instrument calibration, internal dosimetry services and biological dosimetry.
  - Possible mergers between companies operating in the nuclear area or reductions of the capacities of Spanish entities related to engineering, services, manufacturing, training and research.

The administrations of all advanced countries are implementing electronic administration systems in order to modernise

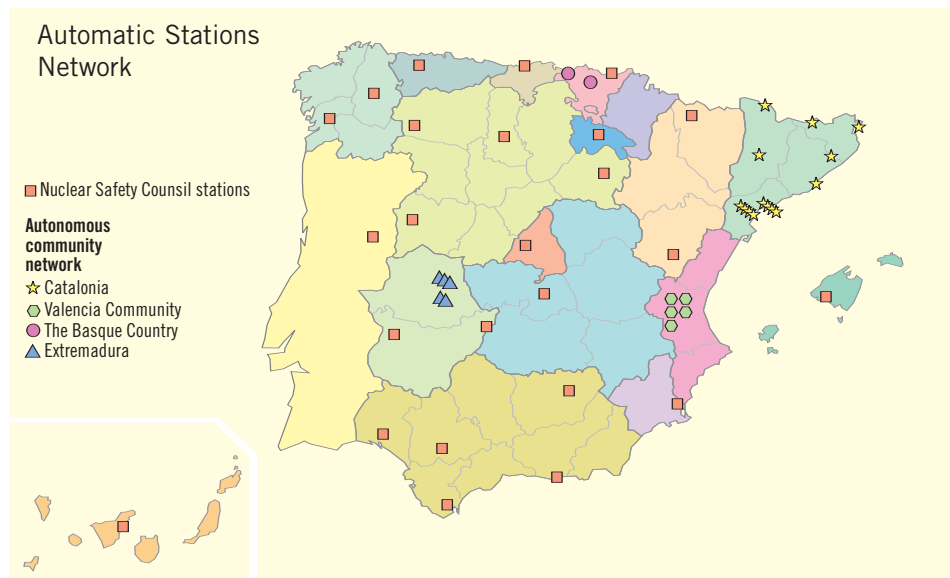


their services and bring them closer to the general public and to those entities that demand them, as well as to make them more accessible, flexible and agile. The CSN has initiated the implementation of such systems and will \* need to continue to drive them in the future.

- It is generally agreed that, in order to be efficient and effective, the regulatory authorities must achieve and maintain an adequate level of competence, carry out their functions within adequate timeframes and on cost and strive to achieve on-going improvement in operations. The Council should continue to implement the actions deriving from those improvement programmes that have already been initiated and address new such programmes.
- The relationships between the institutions, organisations and administrations are undergoing profound modification at both national and international level. Schemes based on good relationships and occasional collaboration are being strengthened and are giving way to networks of

stable relationships in which the participants provide mutual support, working in coordination and complementing their respective capacities to provide a better service to the community. The Council should reinforce its relationships with other organisations and institutions and participate in coordination strategies.

- The achievement of excellence in management of the organisation makes it increasingly necessary to suitably balance different aspects of the professional development of people, such as training, the development of technical capacities, teamwork and knowledge management, and those relating to their personal and social development. The activities of the Council are based on knowledge, for which reason it is necessary to maximise the contribution made by all those who work within the Body to better compliance with its Mission.





### 3. Strategic Results



The following results should be obtained through the correct definition and implementation of the present Strategic Plan:

In relation to safety and protection:

- No accident at a nuclear power plant involving substantial damage to the reactor core.
- No reactivity accident in the manufacturing of fuel, fuel storage pools or casks.
- No deterministic effect due to over-exposures at regulated facilities.
- No release of radioactive material from regulated facilities causing an adverse radiological impact for persons, property or the environment.
- No event implying loss of control of nuclear material (during manufacture, transport, storage or use) or sabotage against a nuclear facility.
- No statistically significant degradation in the operation of a nuclear power plant.
- No loss of control over high activity radioactive sources within the national territory.



- At most two losses of low activity radioactive sources within the national territory in any given year.

As regards the **management and organisation** of the Council:

- No regulatory barriers to the safe and licit use of radiations.
- The efficiency of the management of the CSN is improving continuously and its resources are adequate for fulfilment of the Mission.
- The CSN possesses highly motivated professionals with suitable training and a high level of safety culture.

As regards the **social credibility** of the Nuclear Safety Council:

- The stakeholder groups are duly informed of and involved in the processes of the CSN.

On the basis of analysis of these results, a systematic approach will be implemented for the assessment and on-going improvement of the strategy, operational planning, the structure and the processes. This approach requires the establishment of specific improvement objectives based on internal analysis, and taking into account the opinions of the stakeholder groups and independent assessments. It also requires analysis of compliance with these objectives and the performance of corrective measures.



## 4. Strategies and objectives

### 4.1. The safety of facilities and activities

The assurance of safe operation of the facilities by the licensees, this implying continuous evolution of the regulatory system in order to strengthen the responsibility of the licensees and their safety culture. Reinforcement of actions aimed at protecting persons and the environment among all the sectors and agents involved.

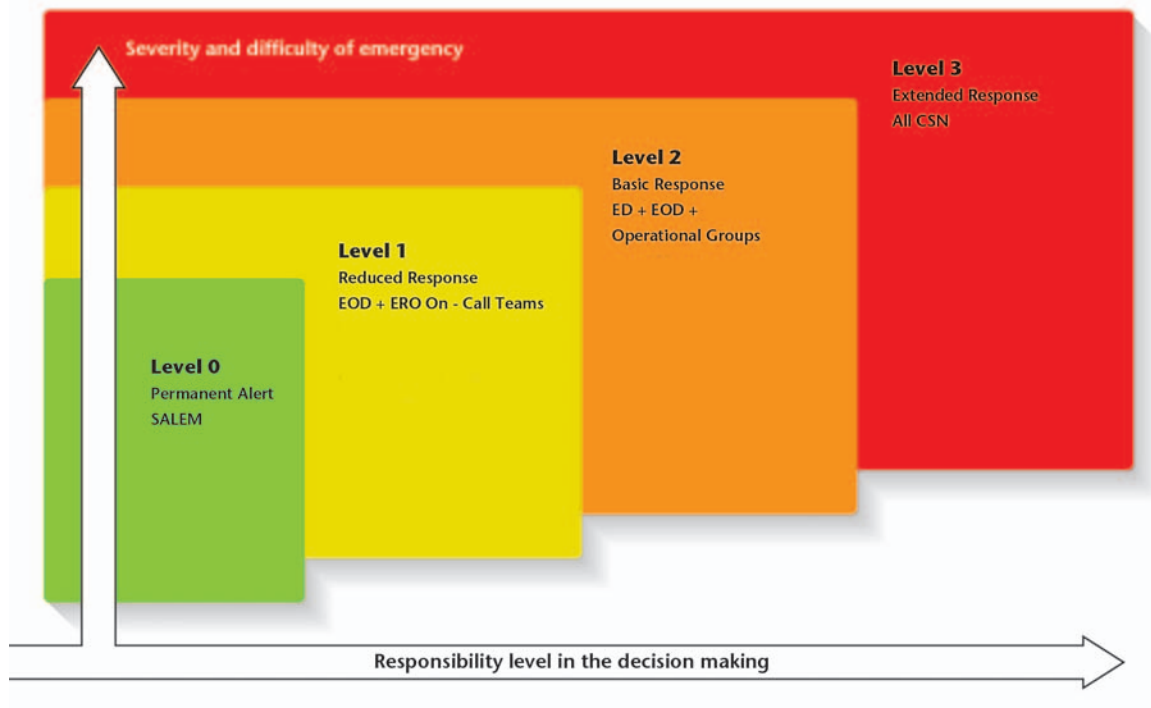


The following objectives are mapped out for the implementation of this strategy:

1. Development of the **standards pyramid** on nuclear safety and radiological protection as an instrument for implementation of the CSN strategy, in efficient collaboration with the institutions and entities with which the Council maintains relations, adapting the legislation to current needs and taking into account the new IAEA standards developed and the harmonisation activities of the European standards.
2. Availability of a **regulatory system** and practices allowing for standardisation with those of the most advanced countries, adapted to the changing demands of the environment and guaranteeing a high level of safety at the facilities and in activities throughout the entire life cycle, and that:
  - Focus on aspects essential for safety, reinforcing the responsibility of the licensees.
  - Harmoniously integrate deterministic and probabilistic methodologies, maintaining sufficient safety margins and the principle of defence in depth.
  - Steer progressively towards a performance-based process aimed at the surveillance of safety significant processes, making CSN activities systematic, integral, predictable and risk-informed.
  - Include the safe management of the final phase of the service lifetime of the facilities, their dismantling and decommissioning, radioactive wastes and irradiated fuel.
  - Improve the efficiency of the regulatory model for radioactive facilities and related activities, optimising the assessment and inspection programmes and promoting a strong safety culture.
3. Active participation in the national radiological **emergency response** system, providing the CSN with the necessary technical capacities, requiring the participation of the licensees to the extent appropriate and promoting collaboration by all institutions and entities having adequate technical resources.
4. Contribution to assurance of a high level of **security** of the facilities, activities and materials and collaboration in prevention of the illegal trafficking of such materials.
5. Reinforcement of the national **radiological protection** system, extending application of the ALARA principle to the different phases and areas of activity of all the practices and all the agents responsible for their management and strengthening the maintenance and improvement of infrastructures and training programmes.

6. Reinforcement of public and environmental radiological impact surveillance systems, the systems for nuclear and radioactive facilities and activities involving the use of ionising radiations, and the systems for control and surveillance of the radiological quality of the environment throughout the entire national territory.
7. Promotion of an R&D culture among the licensees and institutions and the development of levels of competence and infrastructures contributing to the maintenance of a high level of safety.
8. Progress in the formalisation of CSN policies and directives relating to the fundamental elements of the regulatory system: issuing of standards, assessment, inspection, corrective actions and penalties.

ERO Response Levels





#### 4.2. Management and organisation

Assurance that the use of resources belonging to the CSN, the Public Administrations and the licensees be as close as possible to optimum, maintaining the required levels of safety and protection.

Fulfilling the Mission should be made compatible with efficient use of the resources of the CSN, the Public Administrations and the licensees, limiting the regulatory burden to aspects essential for safety and making it just and predictable, acting punctually and to a high level of quality, promoting mutual trust between the CSN and the licensees and guaranteeing the rights of the latter.

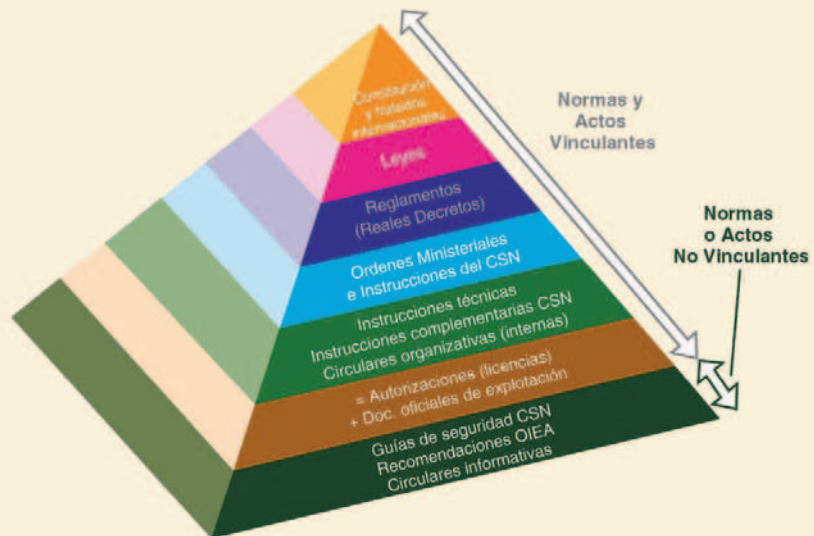
In order to establish “excellence” in the management system, it is necessary to have a clear goal known to the entire organisation, an orientation towards results allowing this goal to be attained, consideration of the needs and expectations of the stakeholder groups and active collaboration with them, the establishment of a system of processes, management based on data and facts, maximised contribution by people and the establishment of a continuous process of learning, innovation and improvement that is not limited merely to compliance with the legal requirements. Excellent management involves changing from “doing things” to “doing them systematically, learning and improving continuously”.

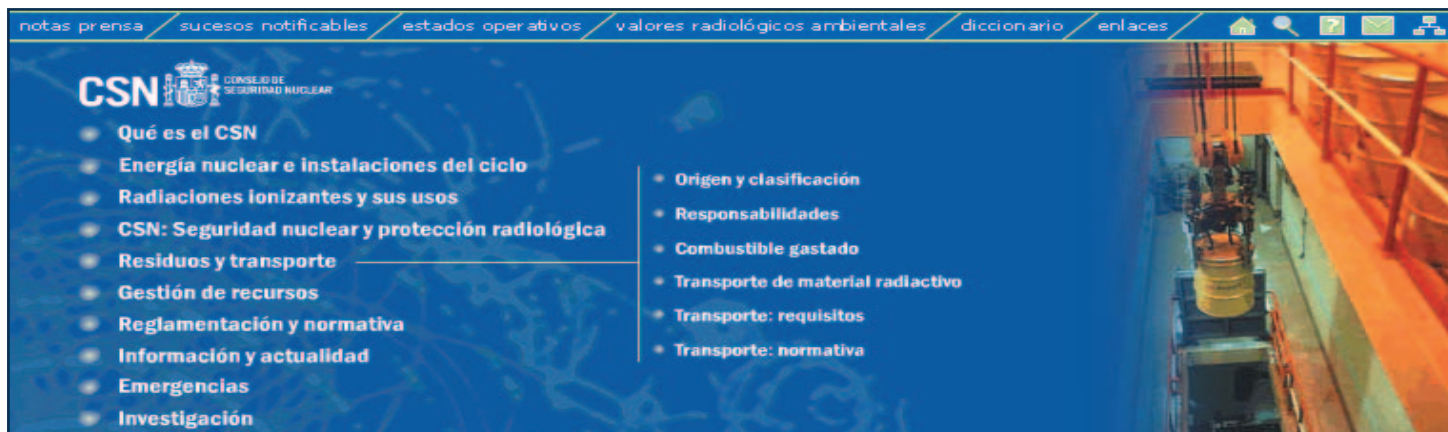
The following objectives are established for implementation of this strategy:

9. Promotion of updating of the standards regulating the realm of competence of the Organisation, such that these be adapted to present and future needs, and maintaining and, where appropriate, increasing the functional and management-related independence of the Organisation, such that it be able to fulfil its functions objectively and serve the general interest.

10. Consolidation of a management system based on quality and efficiency, satisfying the present and future needs and expectations of the different stakeholder groups. Use of the most advanced models of other regulators and of the Spanish Administration as a reference. Establishment of a systematic approach for on-going improvement of the system.
11. Maximisation of the contribution made by people working for the CSN to improved fulfilment of the Mission, promoting their development and involvement and using their knowledge to the benefit of the entire organisation. Continuous updating of the structure of the Council, its workforce and its technical capacities, adapting them at all times in order to respond to changing needs and guarantee adequate turnover between generations.
12. Development and maintenance of frameworks for collaboration adding value to the relationships with other administrations, organisations and institutions. Consolidation, extension and improvement of the system of Autonomous Community assignments, for the joint management of regulatory programmes applicable to radioactive facilities and related activities and to transport.
13. Use of information technologies to support and improve the efficiency of CSN activities. Implementation of electronic

## Standards Pyramid





administration systems. Simplified access to the corporate information systems for the personnel, for administrations maintaining relationships with the Council, for the licensees and applicants and for other stakeholders.

14. Promotion of specific initiatives for collaboration with the Spanish institutions and with international regulatory authorities.

#### 4.3. Social Credibility

Assurance of a situation in which the members of the public, the institutions and the licensees trust that the CSN is fulfilling its Mission well. To bring about this situation the CSN must be seen to be an independent, efficient, rigorous and reliable Body that provides clear and accurate information on its action programmes to the stakeholders, facilitating participation and demonstrating that it acts independently and objectively.

In keeping with its Vision, the CSN must achieve a situation in which Spanish society and the rest of the stakeholder groups consider the information and technical judgments issued by it within its realm of competence to constitute a reliable reference and see the Council as being a body that carries out its activities efficiently and effectively. With this aim in mind, the Council should

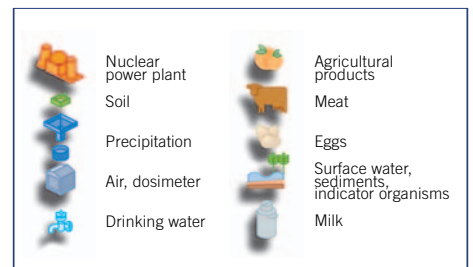
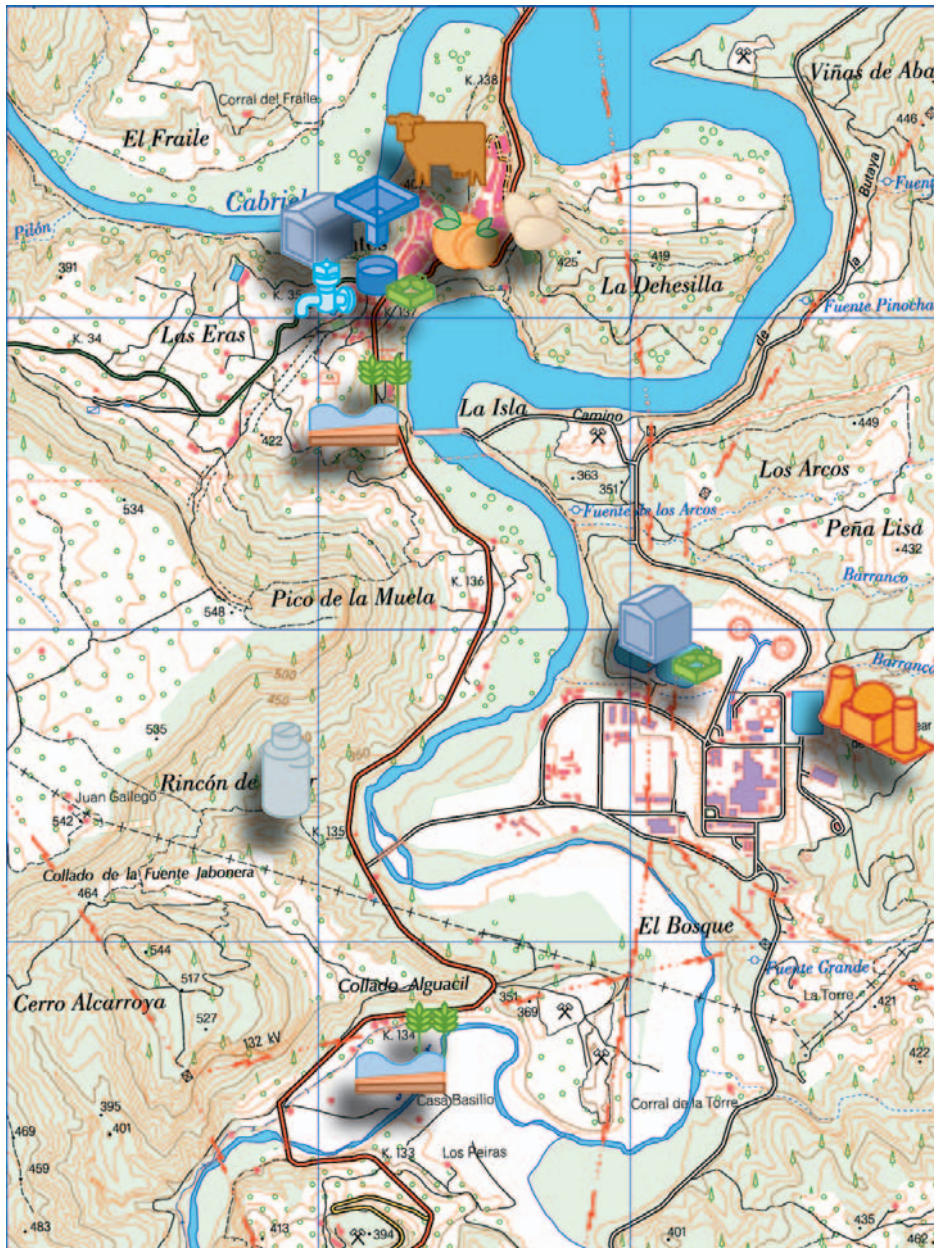
orient its management towards transparency, accessibility, independence and internal cohesion.

The following objectives are established for implementation of this strategy:

15. Improved communications with society and the rest of the stakeholders, such that they might learn of and understand the decisions taken by the Council and the underlying reasoning, this being particularly important in the areas surrounding the facilities and in relation to emergencies.
16. Systematisation of the CSN's understanding of the perceptions of society and of the rest of the stakeholder groups regarding its fulfilment of its Mission.
17. Systematisation of the channels for internal communications between the management of the Council and the persons working for it, in order to:
  - Favour better understanding of the criteria and strategic directives of the management, reinforcing participation by the staff in their development.
  - Allow the management of the CSN to gain clearer insight into all the initiatives and approaches of the personnel.



# Strategies and objectives







## 5. Activities

### 5.1. The safety of the facilities and activities



1. Analysis of compliance by the Nuclear Energy Act with the basic principles of nuclear safety and radiological protection, promoting the adaptation of the current standards to the progress made at national and international level in the sector and in the activities regulated (objectives 1, 8, 9).
2. Promotion of updating of the existing standards and, where appropriate, of the issuing of new standards (objectives 1, 2, 8, 10) in order to:
  - Simplify the processes of authorisation and their modifications.
  - Progressively adopt the elements of risk-informed regulation.
  - Optimise the management of radioactive wastes.
  - Incorporate the new requirements on the safety and security of radioactive sources and on the control of high activity radioactive sources and stray sources.
  - Update the system of penalties.
  - Eliminate whatever gaps might exist in the regulation of nuclear safety technical requirements.
  - Complete the standards applicable to the extension of nuclear power plant lifetime, the safe management of radioactive wastes and irradiated fuel, the dismantling and decommissioning of nuclear and fuel cycle facilities and security.
- Update the requirements applicable to medical radiodiagnosis equipment and facilities.
- Facilitate compliance with the applicable requirements for the licensees, avoiding in all cases unnecessary regulatory requirements and procedures.
3. Collaboration with the authorities in the drawing up of standards on emergency plans, with consideration given in the short term to the Civil Defence directive on radiological risk (objectives 1, 3, 12, 14).
4. Clarification of the legal status given to the different requirements applied to nuclear facilities. Establishment of criteria and processes for reasonable application to operating facilities of the new and more demanding standards. Assurance of the availability of a set of licensing bases for each facility (objectives 1, 2).
5. Culmination of implementation of the Integrated Nuclear Power Plant Supervision System (SISC) (objectives 2, 8, 10, 15).
6. Development of the integrated model specific to the licensing and control of nuclear facilities, including the end of service lifetime, dismantling and decommissioning and management of radioactive wastes and irradiated fuel (objectives 2, 8).
7. Establishment, within the process of evaluation of applications, of a systematic approach to information and feedback to the licensees on deficiencies encountered, such that the processes of preparing documentation are improved (objectives 2, 9).
8. Reinforcement of the responsibility of the licensees in the performance of the safety assessments underlying their applications (objectives 2, 10).
9. Promotion of implementation by the licensees of safety management systems reinforcing their responsibility and

the implementation of the safety culture. Improvement of the system for the treatment of non-compliances and deficiencies through measures proportional to their impact on risk (objectives 2, 10).

10. Strengthening of the analysis of operating experience, with special attention to the degradation of equipment, human and organisational factors or the reduction of resources by the licensees (objective 2).
11. Maintenance of current contacts with professional associations and institutions and implementation of others in sectors implying special problems or evolving more rapidly, in order to facilitate the improvement of licensee practices (objectives 2, 12, 14).
12. Active participation in national or international forums discussing or deciding on questions relating to the realm of competence of the CSN, as well as in joint activities. Exchange of information and experiences with other regulatory bodies (objectives 2, 12, 14).
14. Participation in the adaptation of off-site nuclear emergency plans to the new Basic Nuclear Emergency Plan. Updating of the collaboration agreements in place with organisations having responsibilities for this type of emergencies. Updating of the emergency response capacities of the Council, including the Emergency Room and the equipment necessary for local interventions (objectives 3, 6, 12, 14).
15. Consolidation of implementation of the integrated security model. Continuation of the systematic inspections programme in collaboration with the appropriate authorities and security forces. Establishment of a collaboration agreement with the Ministry of the Interior and of collaboration protocols with the Security Forces, including their training (objectives 4, 8, 12, 14).
16. Establishment of a system for the analysis and registering of operating experience at radioactive facilities. Application of a system for the classification of events on the basis of their safety significance (objectives 2, 10).
17. Increased inspection activity with respect to practices involving the greatest risk, such as industrial gammagraphy, and promotion of the renewal of older equipment (objectives 2, 10).
18. Reinforcement and systematisation of the medical X-ray facilities control process (objectives 2, 10).
19. Complete implementation of Radiological Protection Services at medical facilities and analysis of their implementation in other sectors. Promotion of quality improvements in the activities of the Radiological Protection Technical Units (RPTU's). Strengthening of the Personal Dosimetry Services inspection programme and performance of periodic comparison campaigns (objective 5).
20. Promotion of the incorporation of radiological protection matters in regulated university and professional teachings, promoting agreements with the Education authorities. Generalised direct awarding of licences and personal accreditations. Speeding up of the course and teaching standardisation process through the development of in-house CSN training contents and the use of support tools based on new information technologies (objectives 5, 12, 14).
21. Development of a systematic action model for situations requiring intervention, including the definition of the applicable radiological criteria and improvement of knowledge regarding characterisation techniques, radiological impact assessment, decontamination and the restoration of affected areas (objectives 5, 8).
22. Development of new tools for safety assessment at high, intermediate and low level radioactive waste storage facilities (objective 2).



23. Widening of the scope of the environmental radiological surveillance programmes to include emerging areas, such as site release in decommissioning activities, exposure to natural radiations and areas affected by radiological accidents in non-regulated activities. Establishment of an effluent release reduction programme (objectives 5, 6).
24. Improvement of the system for the prevention of radiological risk due to stray sources, through the establishment of a systematic verification programme and collaboration with the industry to improve action and instrumental procedures and personnel training (objectives 5, 6, 12).
25. Promotion of actions aimed at improving implementation of the ALARA principle in sectors with the highest occupational doses. Continuation of the action plan for the assessment and prevention of the risks associated with natural radiation (objective 5).
26. Collaboration agreements with specialist institutions and entities with a view to improving the national infrastructure in relation to the following (objectives 5, 6, 7, 12, 14):
  - The calibration of radiation detection and measuring instruments
  - The estimation of internal dose on the basis of biotesting measures
  - Dose estimates by means of biological dosimetry techniques.
27. Development and promotion of R&D programmes allowing the CSN and the licensees to address, with sufficient knowledge, the future challenges potentially affecting the safety of the facilities (objectives 7, 12).
28. Establishment of methods to assess returns on investments and project selection criteria. Action and cooperation with other organisations, entities and administrations to solve possible shortcomings in R&D. Promotion of the develop-

ment, maintenance and improvement of the capacities of the national infrastructures, including centres providing technical support to the CSN.

## 5.2. Management and Organisation



29. Development of the Strategic Plan, including its dissemination and the identification and elimination of potential barriers to its implementation. This development should take place as part of the annual cycles of operational planning, with the identification of specific improvement objectives. Establishment of a systematic approach for the identification of updating needs, and updating whenever required (objectives 8, 10, 17).
30. Tracking and assessment of compliance with strategic and operational planning, based on internal analyses, feedback from stakeholder groups and external assessments. Establishment of a systematic approach to analysis and implementation of the necessary corrective measures. Extension and unification of the command team (objective 10).
31. Complete implementation of the new Activities Planning and Tracking system, updating the procedures and comput-

- er tools. The new system should allow for the flexible dimensioning of resources, based on actual priorities and needs (objective 10).
32. Establishment of a process-oriented management system based on indicators and objectives and taking into consideration the needs and expectations of the stakeholders. Systematic review of the efficiency of the system as regards compliance with the strategy and introduction of whatever improvements might be required in both the processes and the structures. The processes to be improved should be identified annually (objective 10).
  33. Updating of the CSN Quality System, adapting it to the latest version of the ISO 9000 standard and fully implementing the EFQM model. The updated system should contemplate initiatives aimed at stimulating innovation and decision-making among the personnel (objective 10).
  34. Establishment of a skills-based management model making it possible to optimise the technical and management capacities of the people working for the CSN and adapt them to the current and future needs of the Council, on the basis of development and training. Definition and implementation of a professional career model. Establishment of a knowledge management system. Updating of the training plan and creation of an organisational unit responsible for the technological aspects of training (objective 11).
  35. Updating of the organisation and the Job Post List (JPL) (objective 11).
  36. Signing of assignment agreements with Autonomous Communities interested in participating in the system, and improvement of existing agreements through better coordination and the joint preparation of action programmes and establishment of support tools based on new information technologies (objectives 12, 13, 14).
  37. Updating of the information systems plan (objectives 12, 13).
  38. Development of a global Council safety system guaranteeing continued performance of critical functions and resolution in the shortest time possible of any contingency that might affect the people working for it, its assets and the information in its power (objectives 10, 11, 12, 13, 14)
  39. Implementation of a systematic approach for identification of the needs and expectations of the CSN staff, in their relations with the Council (objectives 10, 11, 17).



### 5.3. Social credibility



40. Development of a transparent public information policy serving to increase the credibility of the CSN (objectives 8, 15).
41. Drawing up and publication of the CSN “services menu” (objective 15).
42. Information and training activities regarding the nature of radiological risk and the activities performed by the CSN for the benefit of society (objective 15).
43. Establishment of a joint systematic approach for communications with the stakeholders, allowing insight to be gained into their opinions and expectations and promoting the initiation and strengthening of communications and the generation of mutual trust (objectives 11, 16).
44. Promotion of the participation of the stakeholder groups in the CSN decision-making processes affecting them. Facilitate access to information (objectives 10, 15, 16).
45. Within the framework of competence of the Council, promotion and extension of the Information Committees contemplated in the PLABEN/RIN (objectives 15, 16).
46. Implementation of systems making the institutional Website a reference source providing a rapid response to the demands for information from the stakeholders (objectives 13, 15).
47. Performance of specific activities with the media, establishing a programme for continuous relations (objectives 15, 16).
48. Development of a proactive information culture based on anticipation and the identification and transfer of valid and verifiable information reaching the receiver (society, licensees and other stakeholders) clearly and at the opportune moment and responding rapidly and efficiently to the specific concerns of the affected population, in relation to subjects included within the realm of competence of the CSN (objectives 15, 16).
49. Establishment of an integral communications plan identifying needs, establishing policies and procedures and developing vertical and horizontal channels (objectives 8, 15, 16, 17).
50. Establishment of a methodology for the assessment of credibility. Periodic analysis of the results and implementation of actions deriving from such analysis (objectives 10, 15, 16).



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