

# Strategic Plan CSN

2020 - 2025



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Consejo de Seguridad Nuclear

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## Summary

The Nuclear Safety Council (Spanish acronym, CSN) is the only competent body in Spain in matters of nuclear safety and radiation protection. It is a public institution, independent from the National Government Administration, which informs directly to the Parliament on the development of its activities and interacts with the Government through the Ministry of Environmental Transition and Demographic Challenge.

The strategic plan, covering the 2020-2025 period, describes how the CSN plans to achieve both its sustainable development targets and strategic goals in the areas of nuclear safety and radiation protection.

The plan provides an overview of the CSN's responsibilities, establishing strategic activities and objectives to reach the organization's strategic goals, as well as defining Key Performance Indicators (KPI) that allow the CSN to monitor and assess compliance with such objectives and activities.

Communicating with society and stakeholders, as well as being transparent in all its actions, are guiding principles of the CSN guaranteed by this Strategic Plan.

## Message of the Chairman

All countries have the right to use ionizing radiations for peaceful purposes in different applications, including electric power generation, industry, healthcare and research, amongst others. Having said that, we're all obliged to use them properly and to offer maximum safety and radiological protection, ensuring the necessary number of qualified professionals and experts are available, building a solid technical infrastructure, as well as following international safety standards and guidelines with a common goal: To have efficient, effective, neutral and independent regulatory bodies.

Thus, as part of discussions on the future of ionizing radiations, regulatory bodies will play a more relevant role, hence the importance of ensuring they maintain their neutrality and independence and enforce rigorous application of safety standards and best international practices, as expected from society. That is why the overriding priority of Spain's Nuclear Safety Council (CSN) was, is and will be to ensure radiological and nuclear safety, protecting exposed workers, the public and the environment.

That is the spirit which has permeated the drafting of this 2020-2025 Strategic Plan by the CSN. A Plan that looks into the future.

The mission and vision described in these pages reinforce the master lines of a regulatory body with over 40 years of excellence in public service. A regulatory body employing qualified professionals, a world-class technical body appraised for its competence and considered an international reference by the International Atomic Energy Agency (IAEA). An institution devoted to offering an essential public service: Providing confidence and predictability.

The Board which I am honored to chair goes to great lengths to renew the commitment to society of a regulatory body such as the CSN. Aware that it is not reasonable to use nuclear and radiological technology without reinforcing radiological safety, and that room for improvement is



an ongoing need in this field, regulatory bodies need to understand that great new challenges lay ahead of us. The aim of this Strategic Plan is to help us to adequately undertake such challenges in a context in which the agenda is set by fight against climate change and the prevention of pandemics.

This Strategic Plan puts more emphasis on preserving in-house technological and operational skills and knowledge at the CSN. To do that, we continuously invest in the training of our human resources as the best way to ensure the radiological safety of facilities and practices, regardless of whether they are operational or under decommissioning.

Furthermore, this Plan highlights our commitment to gain more legitimacy and independence in the eyes of CSN´ stakeholders. This goal can be achieved by improving transparency and communication in all of our activities, bearing in mind that assuring the protection of the public and environment should be the *leitmotiv* of our daily tasks, being accountable before the Parliament and the public.

Regulatory bodies are called to promote the strengthening of a real safety culture at a worldwide level, further developing international cooperation to share and gain new knowledge, as well as developing standards and regulations on the basis of an open and transparent process for gathering, integrating and sharing the knowledge and experience gained from the use and application of technologies. Therefore, our aim is to contribute in the development of a high level international legal framework that provides citizens with more radiological safety and confidence from both an environmental and socio-economic perspective. These are all elements included within this Strategic Plan, especially considering that in this globalized world, risks may transcend national borders.

This is the century in which new technologies have favored “*glocalization*”, that is, a new world balance mixing the global and local dimension and fully transforming the world order inherited after WW2. An ever fast-changing world to which we need to adapt successfully.

Without a doubt, the 21<sup>st</sup> century has brought about the need to reinforce the protection of society and the common goods through more and better regulations. That is why in a context of unusual economic, political, healthcare and environmental turmoil, it is paramount to commit to what the English professor Christopher Hood calls “The Government of Risk”, that is, designing new and better regulatory, control supervision and prevention systems that need to be both diverse and innovative. As part of that “Government of Risk”, regulatory bodies do not only need to do the talking: We certainly need to do the walking. This 2020-2025 Strategic Plan by the CSN serves to take an additional step in this direction.

**Josep Maria Serena i Sender**  
Chairman

# Introduction

## About the CSN

The *Consejo de Seguridad Nuclear*, name of the Spanish Regulatory Body, is a public institution, independent from the National Government Administration, with full legal personality and assets, independent from those of the State, and created by Law 15/1980, dated April 22, on Creation of the *Consejo de Seguridad Nuclear*, as the only competent organism in matters of nuclear safety and radiation protection.

The CSN has organic and functional autonomy, fully independent from the National Government Administration and stakeholders, without prejudice to being subject to parliamentary and judicial control. CSN actions are governed by a CSN Statute approved by the Government by Royal Decree Law 1440/2010, dated November 5, in accordance with the provisions of Law 15/1980.

The Board, considered the CSN's highest management body, is comprised of the Chairman and four Commissioners who serve for a period of 6 years and are appointed by the Government upon request of the Ministry of Environmental Transition and Demographic Challenge and approved by Spain's National Congress. The Board of the Nuclear Safety Council, as governing management body, has the responsibility of exercising all adjudicative, advisory, supervisory and regulatory functions relating to nuclear safety, radiation protection and security, as foreseen in Article 2 of Law 15/1980, dated April 22.

The CSN has the role of protecting exposed workers, the public and the environment from the harmful effects of ionizing radiations. It also has to ensure that nuclear and radioactive facilities are safely operated by their licensees, establishing prevention and correction measures against radiological emergencies, regardless of their origin.



The CSN carries out its activities in five basic regulatory areas included within the limits specified in the Law by which it was created (Law 15/1980, dated April 22), namely drafting and proposing regulations, managing procedures to grant permits and licenses, supervising and controlling facilities and activities, participating in sanctioning proceedings and collaborating in the development of emergency preparedness and response requirements and security plans.

As part of their normal functions, the CSN controls and oversees the radiation protection of the public and the environment, authorized off-site releases of radioactive materials from nuclear and radioactive facilities (including their impact on areas near these facilities), as well as contaminated lands. Furthermore, the CSN manages an environmental radiation surveillance system which, based on surveillance programs applied in the vicinity of facilities and on nation-wide surveillance networks, monitors the environment's radiological quality throughout the country. The CSN is also competent in aspects relating to authorization for the transport of radioactive and fissionable material.

This Strategic Plan should ensure the CSN is guided by Sustainable Development Targets, substantiated by the 2030 Agenda, and is committed to ensuring that these can be achieved.

## Commitment to stakeholders

The CSN, in accordance with its creation Law, has an advisory committee for public information and participation on aspects relating to nuclear safety and radiation protection. The role of this committee is to propose and issue recommendations aimed at enhancing transparency, access to information and public participation in areas for which the Nuclear Safety Council is responsible. This advisory committee is comprised of representatives from civil society, business community, trade unions and public administrations at a local, regional and national level.

Proactive communication and transparency are paramount to ensuring trust and leadership, as well as to establishing solid ties with stakeholders and society in general.

## Strategic Plan Organization

The Plan lays out the mission and vision of the Council, establishing two strategic goals: one aimed at ensuring nuclear and radiological safety and the other at achieving sustainable development goals. It describes the Council's strategic goals and objectives, establishing Key Performance Indicators (KPI) that allow the Council to monitor and assess compliance with such objectives and activities. The strategic goal of sustainability is cross-functional and shall be carried out in all processes comprising the CSN's Management System.



# The Strategic Plan

## Mission

Protecting exposed workers, the public and the environment from the harmful effects of ionizing radiations, ensuring that nuclear and radioactive facilities are safely operated by their licensees and establishing prevention and correction measures against radiological emergencies, regardless of their origin.

## Vision

The CSN shall continue to be the reference regulator. Through application of the best national and international practices, the Council shall strengthen public confidence and trust. It should also promote excellence in its regulatory decisions by exercising competence, knowledge and reliable communication. Furthermore, the CSN should also foster actions aimed at having the necessary human and economic resources while promoting a sense of organizational ownership within its employees.

## Values

The CSN is commitment to achieving the Sustainable Development Goals (SDG) included within the 2030 Agenda of Spain's Central Government, following the commitment to the UN's 17 SDG made by our country on September 25<sup>th</sup>, 2015, and its intention to achieving them by 2030.

CSN activities are also governed by the following values<sup>1</sup>:

- Sustainability
- Independence and neutrality
- Integrity
- Commitment
- Competence and excellence
- Accountability
- Transparency
- Rigor, veracity and reliability

<sup>1</sup> The CSN's Code of Ethics includes the definition and scope of these values.

## Strategic targets, goals and activities

The CSN has two strategic targets which identify and determine the results to be achieved by the Council for successful completion of its mission. These targets were paramount to arranging and drafting this plan:

### Strategic functional safety target:

Ensuring nuclear and radiological safety, safe usage of radioactive materials and ionizing-radiation generators, as well as controlling the radiation protection measures applied to exposed workers, the public and the environment (this includes protection against ionizing radiation exposure).

The success of this strategic target ensures and favors that the operation of radioactive and nuclear facilities, as well as the implementation of practices involving ionizing radiation exposure risks, are carried out safely, establishing prevention and mitigation measures against any type of radiological emergency with the aim to protect exposed workers, the public and the environment from the harmful effects of ionizing radiation.

The main, ultimate responsibility for nuclear safety and operational radiation protection falls on the licensees of nuclear and radioactive facilities, and of any other activity resulting in ionizing radiation exposure. The CSN ensures licensees meet their responsibility through licensing processes, ongoing supervision and coercive actions, all with the aim to ensure nuclear safety and radiation protection, as well as, safe usage of radioactive materials.

### Strategic cross-functional sustainability target:

CSN management actions are aimed at achieving Sustainable Development Goals (SDG) by 2030. To achieve that, both the Board and all staff shall ensure that annual work plans include specific activities and indicators intended to ensure compliance with the 17 UN's SDGs.

## Strategic Goal



Regulation

Inspection /  
ControlStrategic  
Goal

1

Effectively supervising actions and activities carried out by nuclear facility licensees, with a special focus on key safety aspects.

## Activities

Supervision and control  
of facilities and activities

## 1.

Dealing with requests for operation, amendment and/or decommissioning renewals/permits of nuclear and radioactive facilities. Such process should ensure high quality standards, be performed in a timely manner and pay close attention to the challenge of addressing multiple requests simultaneously.

## 2.

Supervising and controlling the performance and activities of facilities, with the aim to ensure they operate and are carried out according to the highest safety standards.



## 3.

Assessing operating license revisions for nuclear facilities, both nuclear power plants and fuel cycle installations, as well as requests for licensing radioactive facilities within the first fuel cycle category, with the aim to ensure facilities maintain and improve their safety levels.

- a. In the year 2020, the CSN expects to issue a report relating to the operating license renewal requests submitted by Almaraz NPP and Vandellos 2 NPP.
- b. Over the 2020-2021 period, the CSN expects to issue a report relating to the construction license request for the *Retortillo* Plant.
- c. In the year 2021, the CSN expects to issue a report relating to the operating license renewal requests submitted by Asco NPP and Cofrentes NPP.
- d. In the year 2024, the CSN expects to issue a report relating to the operating license renewal request submitted by Trillo NPP and the fuel assembly manufacturing plant of *Juzbado*. In case construction of the concentrate manufacturing plant of *Retortillo* were authorized, the operating license report would be issued that year too.

## 4.

Maintaining and reinforcing monitoring of aging management programs for structures, systems and components in nuclear power plants throughout their design life, including their extended life in case of long-term operation. This would be achieved through supervision and control actions, as well as through regulatory framework updates commensurate with new standards and best international practices.

## 5.

Implementing an efficient system to control natural radiation exposure (especially for Radon and NORM industries).

## 6.

Maintaining, operating and improving the environmental radiation surveillance network, ensuring reinforcement of the automatic station network for ongoing atmospheric radioactivity measurement (Spanish acronym, *REA*).

## 7.

Supervising and controlling the generation and inventory of spent fuel, as well as the licensing and supervision of dry storage systems (casks) and interim storage facilities where spent fuel is stored.

### Improvement of regulatory processes and associated tools

## 8.

Carrying out a comprehensive review (scope, results, as well as inspection frequency and effectiveness) of Integrated Nuclear Power Plant Supervision (Spanish acronym, *S/SC*), in accordance with results coming from the 2021 self-assessment.

## 9.

Completing and improving existing regulations for decommissioning processes, radwaste and spent fuel management, emergencies, transport of radioactive and fissionable material, and security. Implementing methodologies aimed to ensure enhanced quality of regulatory development and to effectively simplify processes and reduce administrative burdens.

**10.**

Providing the necessary technical assistance and support during the process to implement and transpose Directive 2013/59/EURATOM to the national regulatory framework. Further collaborating with competent ministries (Ministry of Environmental Transition and Demographic Challenge, Ministry of Home Affairs, Ministry of Healthcare, Consumption and Wellbeing, Ministry of Transport, Mobility and Urban Mobility) and other stakeholders rendered essential in the following areas:

- a. Establishment of necessary regulations in the area of contaminated sites.
- b. Modification of the Basic Nuclear Emergency Plan (Spanish acronym, *Plaben*) and Basic Planning Guide for Civil Protection in case of Radiological Risk.
- c. Draft of the National Radon Plan.
- d. Update of the Regulation on Nuclear and Radiative Facilities.
- e. Establishment of regulations needed to regulate recovery actions during the post-emergency phase.

**11.**

Further collaboration with peer regulatory bodies and international organizations to ensure continuous improvement of regulatory framework and processes. Consolidation of the commitment to transpose into national regulatory framework EURATOM and European Union Directives and Regulations, positions/criteria issued by international regulatory associations such WENRA, HERCA, INRA, FORO, and IAEA safety standards, including best international practices.

**Performance Indicators.**

CSN performance will be measured using the following indicators:

| No.     |                                                                                        | 2020-21                                   | 2021-22                                                                | 2022-23                                   | 2023-24                                        | 2024-25                                    |
|---------|----------------------------------------------------------------------------------------|-------------------------------------------|------------------------------------------------------------------------|-------------------------------------------|------------------------------------------------|--------------------------------------------|
| OE.1.1. | License renewal for nuclear facilities (NPPs and <i>Juzbado</i> fuel assembly factory) | 100% <sup>(1)</sup>                       | 100% <sup>(1)</sup>                                                    |                                           |                                                | 100% <sup>(1)</sup>                        |
| OE.1.2. | Licensing of the <i>Retortillo</i> uranium concentrate plant                           | Informing on construction license request |                                                                        |                                           |                                                | Informing on commissioning license request |
| OE.1.3. | Monitoring of SSC aging management programs                                            | *                                         | *                                                                      | *                                         | *                                              | *                                          |
| OE.1.4. | Licensing of <i>Sta. Maria de Garoña</i> NPP decommissioning process                   |                                           | Informing on decommissioning license (phase 1) and change in ownership |                                           | Informing on decommissioning license (phase 2) |                                            |
| OE.1.5. | Implementation of new <i>REA</i> stations                                              | 71 stations                               | 70 stations                                                            |                                           |                                                |                                            |
| OE.1.6. | <i>S/SC</i> (Corrective Action Review Committee) self-assessment                       |                                           | *                                                                      |                                           |                                                | *                                          |
| OE.1.7. | <i>S/SC</i> Revision                                                                   |                                           |                                                                        | Completing up to 50% of the revision plan | Completing up to 100% of the revision plan     |                                            |
| OE.1.8. | Regulatory development                                                                 | *                                         | *                                                                      | *                                         | *                                              | *                                          |

\* Indicator value should be consistent with targets set for this item within the Annual Work Plan (AWP) for the corresponding period. Full completion (100%) of applicable AWP

(1) Informing on all (100%) licensing requests due in the year.

CSN performance will be measured through implementation of the following projects:

| No.    | Project                      | Description                                                | Period  |
|--------|------------------------------|------------------------------------------------------------|---------|
| OE.1.9 | <i>S/SC</i> revision results | Results and action plan associated to <i>S/SC</i> revision | 2024-25 |

## Strategic Goal

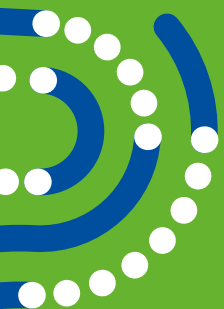


Competency

Research and  
DevelopmentStrategic  
Goal

2

Increasing the efficiency  
and effectiveness of CSN roles  
and competences.



## Activities

## 2018 IAEA IRRS mission

1.

Implementing Action Plan actions resulting from the IRRS Mission carried out in Spain by the International Atomic Energy Agency (IAEA) in 2018 that fall within the responsibility of the CSN, and offering technical support to other national institutions upon request.

2.

Preparing and implementing the Follow-up mission after the 2018 IRRS Mission.

## Management system

3.

Implementation of the IAEA's Safety Standard, GSR Part 2 "Leadership and Management for Safety", which establishes the need to have a management system fostering a strong safety culture, safety culture assessments, as well as the development of improvement plans based on safety culture results. Completion of a safety culture self-assessment during the 2020-2021 period. Results should be analyzed to integrate lessons learned from the safety culture self-assessment into the organization.

4.

Implementation of planning systematics based on parameters that are realistic and aligned to the Strategic Plan, Annual Work Plan and processes relating to the Management System Manual, integrating operational research techniques to plan and monitor all CSN activities.

5.

Update of the CSN's management system, including aspects relating to environmental management, occupational health and safety management, energy management, compliance techniques and information security management.

## National security scheme. Cyber-security

### 6.

Ensuring full implementation of the National Security Scheme (Spanish acronym, *ENS*) and coordinating the necessary procedures through participation in the model that interconnects Spanish Public institutions to public voice and data networks.

## Coercive actions

### 7.

Evolving towards an increase of CSN competences when it comes to sanctioning. Improving the in-house process, making it more dynamic and considering its application in Spanish regions which have signed a function assignment agreement with the CSN to perform technical assessments.



## R&D

### 8.

Improving processes for resource allocation to R&D projects with the aim to optimize resource usage and to coordinate with other stakeholders, especially those in the public sector.

### 9.

Establishing a strategy to select R&D projects which are relevant in terms of CSN roles and responsibilities and could support the regulatory decision-making process.

### 10.

Ensuring the results of completed R&D projects funded totally or partially by the CSN, are applicable to the roles and responsibilities of the regulatory body.

### 11.

Fostering CSN participation in aspects relating to draft, develop and monitor public R&D policies in the area of nuclear safety and radiation protection.

## International activities

### 12.

Reinforcing CSN coordination with other national institutions in order to push common interests in the international arena.

### 13.

Ensuring the results of international activities in which the CSN participates are applicable to the roles and responsibilities of the regulatory body.

Performance Indicators.

CSN performance will be measured using the following indicators:

| No.     |                                                                     | 2020-21                                  | 2021-22                                  | 2022-23                                  | 2023-24 | 2024-25 |
|---------|---------------------------------------------------------------------|------------------------------------------|------------------------------------------|------------------------------------------|---------|---------|
| OE.2.1. | Implementation of the 2018 IRRS Mission Action Plan                 | Completing up to 75% of the Action Plan  | Completing up to 100% of the Action Plan |                                          |         |         |
| OE.2.2. | Update of the management system                                     | Completing up to 50 % of the update plan | Completing up to 100% of the update plan |                                          |         |         |
| OE.2.3. | Implementation of safety culture self-assessment results in the CSN | Completing up to 25% of the Action Plan  | Completing up to 75% of the Action Plan  | Completing up to 100% of the Action Plan |         |         |
| OE.2.4. | Improvement of the coercive process                                 | *                                        | *                                        | *                                        | *       | *       |
| OE.2.5. | Improvement of the methodology to select R&D projects               | *                                        | *                                        | *                                        | *       | *       |
| OE.2.6. | Discharge of annual R&D budgets (chapter 6+7)                       | >60%                                     | >75%                                     | >90%                                     | >95%    |         |
| OE.2.7. | Completing the safety culture action plan                           | *                                        | *                                        |                                          |         |         |

\* Indicator value should be consistent with targets set for this item within the Annual Work Plan (AWP) for the corresponding period. Full completion (100%) of applicable AWP.

CSN performance will be measured through implementation of the following projects:

| No.      | Project                                               | Description                                                                                                                                                                                                          | Period                |
|----------|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| OE.2.8.  | Update the CSN's management system                    | System aimed at ensuring the CSN achieves SDGs, improving both efficiency and effectiveness<br><br>Application of certified processes, tools and forms in any project contributing to enhance existing methodologies | Annually              |
| OE.2.9.  | Safety culture self-assessment at the CSN             | Results (quantitative and qualitative). Drafting and implementing an action plan based on the safety culture self-assessment                                                                                         | 2022-23               |
| OE.2.10. | Fostering and maintaining skills and knowledge        | Competitive grants for scholarships and fellowships sponsored by the CSN                                                                                                                                             | Convened periodically |
| OE.2.11. | Analysis aimed at technical compliance implementation | Analysis and Action Plan                                                                                                                                                                                             | 2020-21               |

## Strategic Goal



Emergencies

Strategic  
Goal

3

Ensuring the CSN maintains and improves its emergency response capabilities and strengthens security-related competences.

## Activities

Improvement of mechanisms to coordinate with other public institutions

## 1.

Strengthening CSN's mechanisms to coordinate with other public institutions competent in the preparation and response to nuclear and radiological emergencies, thus consolidating the CSN's role in the composition of the National Security Council.

Organizational and methodological development

## 2.

Reviewing the CSN's model for emergency response and training.

## 3.

Assessing the CSN's organizational structure for emergency response with the aim to update and optimize it.

## 4.

Developing and implementing the CSN's Action Plan for improvement of nuclear and radiological emergency response and drills.

Security improvement

5.  
Submitting a request of the Spanish Government to the IAEA for conducting an IPPAS mission in Spain. Establishing a joint strategy for mission development together with other Spanish authorities competent in security-related aspects.
6.  
Defining and developing specific CSN competences in the area of cybersecurity at nuclear and radioactive facilities within the national regulatory framework.

Performance Indicators.

CSN performance will be measured using the following indicators:

| No.     |                                                                                              | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|---------|----------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|
| OE.3.1. | Organizational and methodological development of the emergency response structure at the CSN | *       | *       | *       | *       | *       |
| OE.3.2. | Security improvement                                                                         | *       | *       | *       | *       | *       |
| OE.3.3. | Conducting an IPPAS mission in Spain                                                         |         |         | *       | *       |         |

\* Indicator value should be consistent with targets set for this item within the Annual Work Plan (AWP) for the corresponding period. Full completion (100%) of applicable AWP.

CSN performance will be measured through implementation of the following projects:

| No.     | Project                                                                                               | Description | Period    |
|---------|-------------------------------------------------------------------------------------------------------|-------------|-----------|
| OE.3.4. | Informing on new regulatory developments of Plaben and DBRR (Basic Guideline on Radiological Hazards) |             | 2021-2023 |



## Strategic Goal



Competency



Communication

Strategic  
Goal

4

Fostering amongst CSN employees  
an increased feeling of ownership and  
commitment to the organization.

## Activities

Increased csn competences  
in the area of human resources

## 1.

Increasing CSN autonomy in the access to suitable human resources by continuously recruiting new personnel through public job offers.

## 2.

Assessing wages and staff's needs and concerns relating to non-economic factors of their salaries, with the aim to find means to motivate and encourage the loyalty of CSN personnel, thus reinforcing the Council's capacity and efficiency to face future challenges.

## 3.

Carrying out a generational change-over that ensures technical knowledge stays within the CSN.

## 4.

Developing and implementing a new career model that favors long-term professional development of staff.

## Modernization of working conditions

### 5.

Establishing the methodology and systematics for telework development:

- a. Identifying all job positions that could telework and establishing a suitable methodology to ensure full telework implementation.
- b. Assessing IT needs, connection systems, communication tools and cybersecurity measures that can satisfy the needs of both the CSN and its workforce.
- c. Pursuing goals of flexibility and adaptation measures needed to encourage smarter, more productive work methods, thus ensuring current and future organizational needs are covered.
- d. Fostering objective- and result-oriented work within the telework procedure.

### 6.

Improving two-way in-house communication by updating the in-house communication plan to reduce staff uncertainties and establish efficient communication lines that include dialogue and feedback between employees, management and all CSN departments.

## Training

### 7.

Promoting continuous training of CSN personnel to improve their regulatory capabilities.

### 8.

Developing and implementing the IAEA's Systematic Approach to Training (SAT) model for regulatory and nuclear safety competences.

### 9.

Defining an in-house training model that favors access to other job positions within the CSN, in accordance with SAT requirements. Linking the training program to SAT.

### 10.

Updating the existing knowledge management model and action plan for the 2021-2025 period. Ensuring newer generations acquire and internalize the experience and knowledge of individuals who are changing job position or are about to retire.

### 11.

Defining/designing a tutorial and e-learning methodology commensurate with personnel needs and suitable for multiple learning preferences.

### 12.

Increasing CSN personnel qualifications in organizational management.

Equality plan

**13.**  
Drafting a specific CSN Plan for equality between women and men that suitably considers organizational specificities in order to ensure effectiveness and achievement of the best results possible.

Code of ethics

**14.**  
Revising the CSN’s Code of Ethics to ensure it is consistent with the Strategic Plan and gets further developed and implemented within the organization.

Performance Indicators.

CSN performance will be measured using the following indicators:

| No.     |                                                                | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|---------|----------------------------------------------------------------|---------|---------|---------|---------|---------|
| OE.4.1. | Implementation of teleworking                                  | *       |         |         |         |         |
| OE.4.2. | Approval of the new professional career model by the CSN Board | *       |         |         |         |         |
| OE.4.3. | Update of the training program                                 | *       | *       | *       | *       | *       |
| OE.4.4. | Drafting the CSN's Gender Equality Plan                        | *       |         |         |         |         |

\* Indicator value should be consistent with targets set for this item within the Annual Work Plan (AWP) for the corresponding period. Full completion (100%) of applicable AWP.

CSN performance will be measured through implementation of the following projects:

| No.     | Project                                                  | Description                                         | Period    |
|---------|----------------------------------------------------------|-----------------------------------------------------|-----------|
| OE.4.5. | SAT Methodology                                          | Results and Action Plan                             | 2021-2022 |
| OE.4.6. | Diagnosis of equal opportunities at the CSN              | Results and Action Plan                             | 2020-2021 |
| OE.4.7. | Knowledge management model - Action Proposals, 2021-2025 | Results and Action Plan                             | 2021-2022 |
| OE.4.8. | Gender Equality plan                                     | Document publication and Action Plan implementation | 2021      |
| OE.4.9. | Harmonizing the code of ethics and new strategic plan    | Publication of new Code of Ethics                   | 2020      |

## Strategic Goal



Competency



Communication

Strategic  
Goal

5

Improving the perception of regulatory activities amongst society and stakeholders through rigor, truthfulness and reliability.

## Activities

## Collaboration with national institutions

1.

Establishing proactive communication with the Congressional Commission which supervises the CSN by having stable information channels.

2.

Fostering and reinforcing coordination, collaboration and service actions with other institutions (Parliament, Government and Regional Organizations) to best accomplish the CSN's mission.

3.

Promoting joint or coordinated actions with other independent Public Institutions to optimize the development of competencies and capabilities assigned to the CSN by the existing legal framework.

4.

Fostering the participation of stakeholders in activities associated to the CSN's mission, identifying needs, concerns and worries.

5.

Improving the performance of shared features, especially in terms of function assignment agreements, with the aim to consolidate, expand and possibly implement the function assignment agreement system in the Spanish Regions.

Credibility, openness and transparency

6.  
Reinforcing the independence, transparency, credibility and trust of society in the CSN by disseminating quality information, addressing information requests from stakeholders, citizens, etc., all with the aim to gain their respect for and acceptance of regulatory decisions which are supported by the best available technical knowledge and R&D results.
7.  
Updating the external Communication Plan to ensure active communication with society and stakeholders.
8.  
Reinforcing the role of the CSN’s Advisory Committee for Public Information and Participation, and increasing stakeholder participation in regulatory decisions through the role of such Committee.
9.  
Carrying out activities to communicate and disseminate CSN roles and responsibilities amongst the public.

Performance Indicators.

CSN performance will be measured using the following indicators:

| No.     |                                                                                                | 2020-21                  | 2021-22                  | 2022-23                  | 2023-24                  | 2024-25                  |
|---------|------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| OE.5.1. | Promoting/Reinforcing the establishment of collaboration agreements with national institutions | *                        | *                        | *                        | *                        | *                        |
| OE.5.2. | Implementing public information and consultation proceedings when CSN regulations are drafted  | 100% of ARP projects (+) | 100% of ARP projects (+) | 100% of ARP projects (+) | 100% of ARP projects (+) | 100% of ARP projects (+) |
| OE.5.3. | Compliance with Advisory Committee recommendations                                             | *                        | *                        | *                        | *                        | *                        |

\* Indicator value should be consistent with targets set for this item within the Annual Work Plan (AWP) for the corresponding period. Full completion (100%) of applicable AWP.

(+) ARP: Annual Regulatory Plan

CSN performance will be measured through implementation of the following projects:

| No.     | Project                                                                            | Description                                                         | Period   |
|---------|------------------------------------------------------------------------------------|---------------------------------------------------------------------|----------|
| OE.5.4. | Development and publication of the 2020-25 Strategic Plan                          | Publication                                                         | 2020     |
| OE.5.5. | Submission of annual report to Spain’s Congress and publication of annual accounts | Publication                                                         | Annually |
| OE.5.6. | Revision of function assignment agreements criteria                                | Approval and publication of function assignment agreements criteria | 2020     |



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