

COMMUNICATION PLAN

2022-2025



COMMUNICATION PLAN
2022-2025

OFC-01.11
© Copyright 2023
Consejo de Seguridad Nuclear
Edita y distribuye:
Consejo de Seguridad Nuclear
Pedro Justo Dorado Dellmans, 11
28040 Madrid. España
peticiones@csn.es
www.csn.es
Diseño y maquetación: Ángel Merlo
Depósito legal: M-29876-2023
Impreso en papel con certificado FSC



INDEX

1. INTRODUCTION	6
2. OBJECTIVES	8
3. STRATEGY	9
4. COMMUNICATION	12
4.1. INTERNAL COMMUNICATION	12
4.2. EXTERNAL COMMUNICATION	16
4.3. COMMUNICATION IN THE INTERNATIONAL ARENA	23
4.4. COMMUNICATION IN A NUCLEAR OR RADIOLOGICAL EMERGENCY SITUATION	26
4.5. CRISIS COMMUNICATION	29
5. VALIDITY OF THE COMMUNICATION PLAN	32
6. MONITORING, CONTROL AND EVALUATION	33
7. REFERENCES	36

1. INTRODUCTION

The Spanish Nuclear Safety Council (CSN) is a Public Law entity, independent from the General State Administration, with its own legal personality and assets and independent from the State, the only competent body in Spain in the field of nuclear safety and radiological protection. It is governed by Law 15/1980, of 22 April 1980, on the Creation of The Spanish Nuclear Safety Council, and by its Statute approved by Royal Decree 1440/2010.

The mission of the CSN is to protect workers, the population and the environment from the harmful effects of ionising radiations by ensuring that nuclear and radioactive facilities are operated safely by their licensees and by establishing measures for the prevention and correction of radiological emergencies, whatever their origin.

In its Law of Creation, specifically in section ñ) of Article 2, it is established that the CSN is obliged to *“inform the public on matters within its competence to the extent and periodicity determined by the Council, without prejudice to the publication of its administrative actions under the terms established by law”*.

As the previous Communication Plan was approved in April 2017, it needs to be updated. Thus, this plan aims to guide CSN's external, internal, international and emergency communications, in order to improve the organisation's information and communication management, as well as determine the most efficient channels of communication and the messages to be conveyed to public institutions, society and stakeholders, with the ultimate objective of increasing and reinforcing credibility and confidence in the decisions and actions of the Council. This task is carried out in accordance with the regulator's Style and Logo Manual, revised in 2022, and with the recommendations of its Equality Plan.

The CSN Communication Plan is part of the 2020-2025 Strategic Plan approved by the Plenary of the regulatory body in June 2020, which establishes that “communication with society and

stakeholders and transparency in its actions will be guidelines for the CSN”:

Reinforcing transparency, credibility and public confidence through the quality of the information transmitted, the response to requests for information from stakeholders, the public, etc., in order to obtain their respect and acceptance of regulatory decisions, backed by the best available technical knowledge and R&D results.

Furthermore, the CSN Strategic Plan for the period 2020-2025 identifies, in its strategic objective, number 5: the need to “update the external Communication Plan to allow for active communication with the public and stakeholders”.

In keeping with the guidelines established and seeking a development in keeping with the organisation's Code of Ethics for the period 2020-2025 in terms of transparency, rigour, truthfulness and reliability, this document includes and develops the planning required to identify the way in which the CSN communicates, depending on the context in which such communication takes place and taking into account elements such as the message, the interlocutor or the appropriate channels.

2. OBJECTIVES

The overall objective of this Plan is to provide The Spanish Nuclear Safety Council with a guide that addresses the way in which the regulator communicates with the different audiences with which it interacts in different situations. The plan is focussed on various channels in order to build credibility and trust with society and the regulator's stakeholders.

Likewise, the Communication Plan should provide a mechanism that favours compliance with the functions of The Spanish Nuclear Safety Council, as established in its Law of Creation, "to inform public opinion on matters within its competence", as well as the transfer to society of regulatory decisions relating to the mission and functions of the CSN and those corresponding to actions concerning the Law on Transparency, Access to Public Information and Good Governance.

This Plan designs the general lines of CSN communication, both externally and internally, in situations of nuclear or radiological emergency and within the international framework, without this conditioning the development of specific communication plans for those issues of relevance addressed by the regulatory body in the performance of its activities.

In addition to the themes described in this section, the following are established as specific objectives of the CSN's communication activities:

- To reinforce the independence, transparency, credibility and confidence in the CSN's activities in society.
- To establish internal information flows within the CSN that favour the existence of shared objectives and a working environment focused on nuclear safety and radiation protection.
- To maintain the position of The Spanish Nuclear Safety Council as a reference in nuclear safety and radiation protection issues.
- To reflect the CSN's participation in international forums.
- To bring concepts related to nuclear safety and radiation protection closer to the public.

3. STRATEGY

The strategy of a communication plan is defined following a diagnosis based on a global vision of the organisation. In this case, it should be borne in mind that information and communication occupy a central place in The Spanish Nuclear Safety Council's process map (Figure 1), which considers these activities as one of the CSN's strategic processes.

This document draws on other Council documents such as the Strategic Plan, the Cultural Safety policy, the Code of Ethics and the Knowledge Management model (Figure 2).

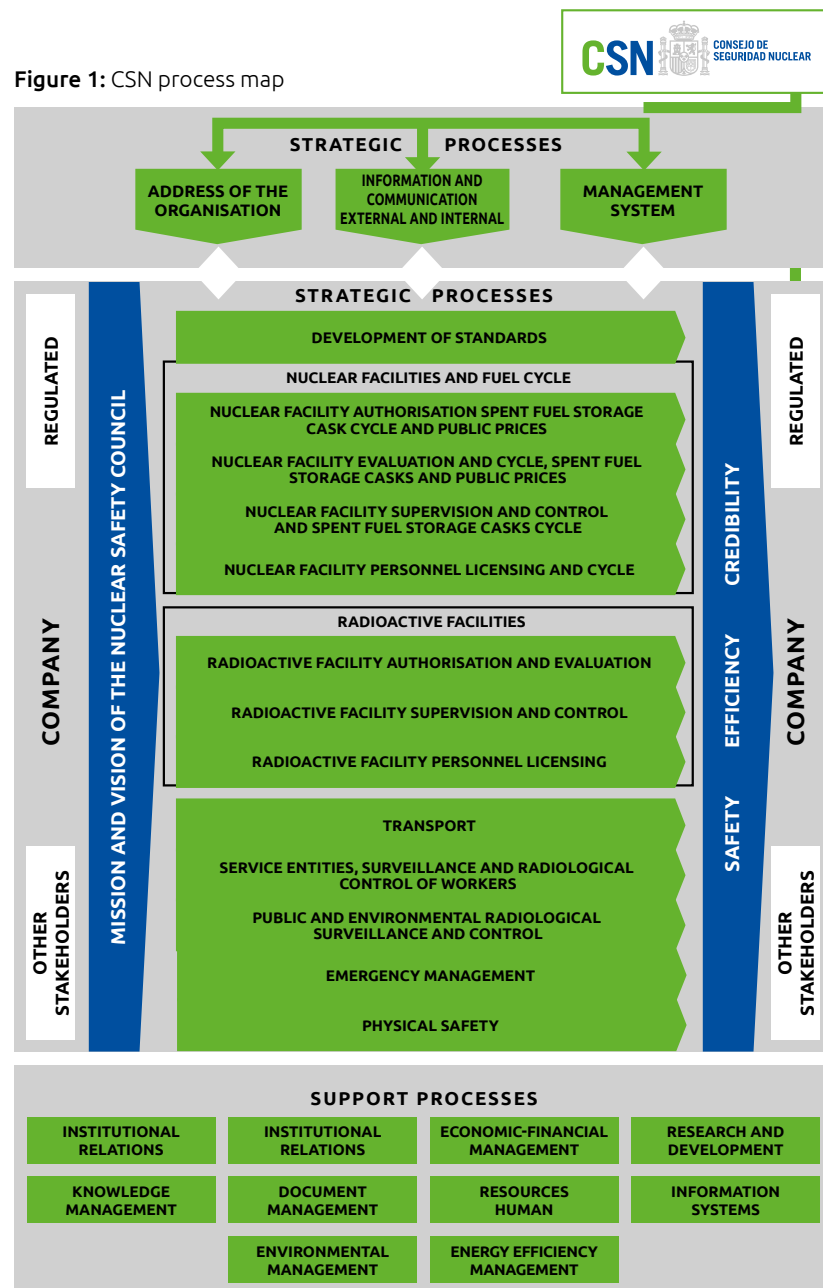
The strategy also includes the recommendations made in the image analysis, performed between the end of 2020 and the beginning of 2021, on the public perception of the CSN among opinion leaders, and in which greater room for action and improvement is indicated in relation to information on radiation protection.

According to this study, the CSN is "widely known and highly recognised by its target audiences, enjoying a good reputation", although there is room for action and improvement in the area of communication; e.g., in terms of dissemination and scientific knowledge about nuclear safety and the supervision and control work carried out by the institution itself; greater opportunities for communication are detected in the area of radiation protection.

The new Communication Plan should give greater prominence to the role of the Advisory Committee for Public Information and Participation. This Committee was created in November 2010 following the approval of the Statute of The Spanish Nuclear Safety Council and is made up of 35 representatives of civil society, the nuclear sector, trade unions and state, as well as regional and local public administrations. It also has experts in the field of public communication. This committee meets every six months.

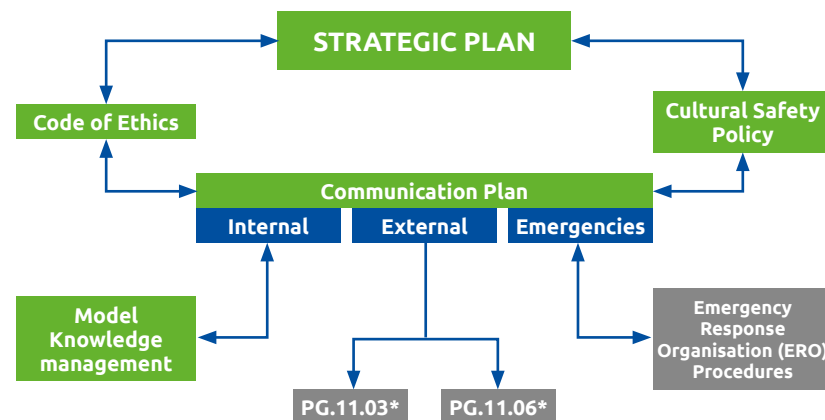
Precisely the most innovative tool incorporated into this new legal framework was the figure of this Committee, whose mission is to issue recommendations to the Council to improve transparency and

Figure 1: CSN process map



access to information and public participation in matters within its competence.

With all these elements analysed, this Plan defines the CSN's communication strategy as proactive and focused on reinforcing and consolidating the perception of the organisation's technical solvency and prestige. Actions are addressed to the agency's staff and stakeholders as well as to the public at large.



*PG.11.03: Information and communication with the public.

*PG.11.06: Disclosure of specific information.

Figure 2: Diagram of CSN cross-cutting documents and their relationship with the Communication Plan

4. COMMUNICATION

This section develops the objectives of internal, external and emergency communication, as well as the specific actions and means used for this purpose.

4.1. Internal communication

The CSN's internal communication planning seeks to ensure that the members participating in the processes identify with a common project and that a sense of belonging to the institution is generated. Information is the object of internal communication, which has to be bidirectional, meaning that both parties in the communication process (both the sender of information and the receiver of information) are subject to respond, participate and dialogue.

There are other documents and activities within the CSN that also address aspects relating to internal communication, such as those concerning knowledge management or safety culture.

Generally speaking, there are two types of internal communication within organisations: vertical and horizontal (see Figure 3).

- **Vertical communication.** May be both upward and downward. Upward communication is where workers have a channel of communication with their hierarchical superiors or the organisation's senior management. Meanwhile, downward communication conveys to workers the activities that are of interest to all staff within the regulator.
- **Horizontal communication.** This type of communication is between members of the same hierarchical level in an organisation or department. It is of great importance for coordination purposes.

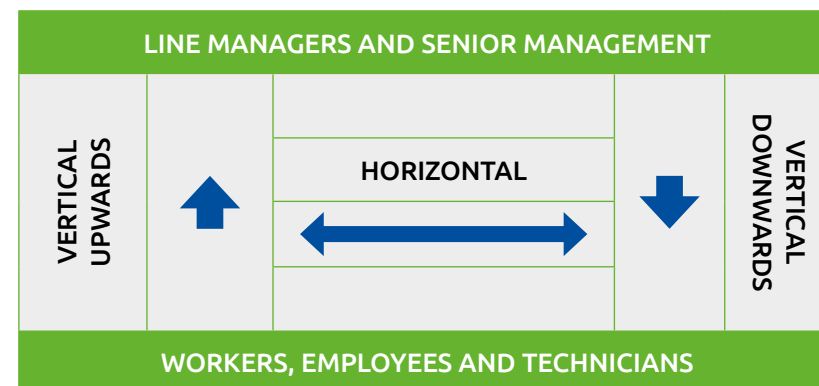


Figure 3: Scheme of internal communication in the CSN

4.1.1. Objectives

The specific objectives in this area will be:

1. To reduce employee uncertainties and establish effective lines of communication between employees, management and the different departments within the organisation.
2. To reinforce the commitment of all CSN personnel to the institution and the information available, working on the values shared by the entire organisation in order to foster corporate identity.
3. To align the Council's internal communication with the strategic objectives set out in the 2020-2025 Strategic Plan.

4.1.2. Public

The staff of The Spanish Nuclear Safety Council (CSN).

4.1.3. Actions

Related to the first objective, on reducing employee uncertainties and establishing effective lines of communication between employees, the following actions are envisaged:

- Design of an internal Communication Plan, which has not existed until now.
- Dissemination of a daily news magazine (press, digital, TV and radio), both national, regional and international, to all staff via the intranet.
- Production of news dossiers related to a current issue that may be of use to employees, whether or not they are involved in the subject matter.
- Monthly dissemination of the internal newsletter with the most relevant information of the organisation.
- The maintenance of direct communication from the members of the Plenary to the CSN personnel.
- The implementation of a complaints and suggestions box for CSN personnel.

In relation to the second objective of seeking the commitment of all the members of the CSN to the institution, the following actions are proposed:

- Daily drawing up of the CSN activities agenda, which, in addition to being included on the intranet, is published on other available media such as the television screens distributed throughout the organisation's headquarters.
- Organisation of symposia dedicated to issues of general interest to the CSN relating to the scope of its competence.
- To increase the visibility of the activities of the different organisational units of the CSN through the publication of contents on the different channels of the regulator.
- To disseminate the relevant information affecting the institution as a matter of priority to the CSN's internal public.

To be linked to the third objective on the alignment of the strategic objectives with the Council's internal communication, the following actions are proposed:

- To increase efficiency and effectiveness in the performance of the CSN's functions and competencies.
- To encourage CSN workers to increase their commitment and sense of belonging to the organisation.
- To improve the perception of the regulator's activity by citizens and stakeholders through rigour, truthfulness and reliability.

4.1.4. Messages

The messages to be conveyed should be designed in harmony with the objectives set, and should communicate the decisions taken that concern both the functioning of the organisation and its regulatory powers, as well as show the institution's interest in the situation of workers.

4.1.5. Media

- Institutional website.
- Nuclear Safety Council Intranet
- Email address.
- Internal bulletin.
- Social networks.
- CSN mobile application.
- Face-to-face events (conferences, symposia).
- Others: Alfa magazine, online events, etc.

4.2. External Communication

External communication may be defined as communication actions aimed both at stakeholders in different areas (for example: social, scientific, associative, professional or environmental groups in any territorial sphere) with which the CSN has relations, and at the public at large. This can be done directly or through the media.

The Spanish Nuclear Safety Council must ensure the quality of the information transmitted by combining technical rigour with the informative nature of its information.

Beyond the milestones that are currently being met as set out in the internal procedure for citizen information and communication (PG.II.03) and which include information activities regulated by law, responses to requests for information at the request of the applicant and information that is published voluntarily, this section of the Plan establishes objectives and actions that go beyond this.

4.2.1. Objectives

As stated in the Strategic Plan, the CSN's communication objectives will be:

1. To reinforce transparency, credibility and public confidence in the CSN through the quality of the information transmitted.
2. To carry out activities for communication and dissemination of the CSN and its functions among the general public.
3. To improve the perception of the regulator's activity by citizens and stakeholders through rigour, truthfulness and reliability.

4.2.2. Target audience

The CSN's actions are mainly related to two target groups (see figure 4):

POPULATION AND PUBLIC REPRESENTATIVES	STAKEHOLDERS
• Public opinion (general public). • Population in the vicinity of the facilities. • Public institutions (Parliament, national government, local governments and corporations).	• Stakeholders (owners of facilities and activities, media, environmental groups, trade unions, professional associations, scientific and professional societies, companies with an interest in the subject, etc.). • International regulatory counterparts. • Relevant international organisations.

Figure 4: CSN public table

4.2.3. Actions

In relation to the first objective in this area, regarding the reinforcement of transparency, credibility and public confidence in the CSN, the following actions are proposed:

- To ensure that requests for information are answered as quickly as possible and to avoid conveying a silent and opaque image.
- To maintain a fluid dialogue with the media by responding to their requests for information.
- To highlight the activities related to transparency and active publicity carried out by the CSN, safeguarding data protection as set out in Law 19/2013 on transparency, access to public information and good governance.
- To strengthen relations with the media: meetings with journalists and science communicators in the form of service information and progress reports.
- To improve the willingness to interact with the media in response to requests for information, in particular when experts from the institution are asked to act as spokespersons on issues of concern to the institution.
- To adapt technical and scientific communications for better understanding by general audiences.
- To conduct training courses in message, public speaking and media relations for Council managers and middle management who could be spokespersons and broadcasters (as long as a nuclear or radiological emergency is not considered a crisis, as in that case the protocol is defined).
- Review and update, where necessary, crisis communication protocols.

In relation to the second objective on the performance of CSN communication and dissemination activities, the following actions are proposed::

- To ensure the weekly publication of the public agenda of the Council's senior officials, as required by Law 19/2013 on transparency, access to public information and good governance.

- To broadcast content dealing with matters approved by the CSN Plenary.
- To ensure that press releases on reportable events are informative in tone, while maintaining technical rigour.
- To incorporate elements that allow for the segmentation of content, such as tags, in the organisation's institutional accounts to inform, via the networks, of the CSN's competences.
- To publish regularly in order to disseminate all CSN information, especially that relating to competitions, grants, chairs, scholarships and documentation.
- To review, update and disseminate CSN publications.
- To increase the visibility on the website of the space set up for the virtual visit of the institution's Information Centre, making it easier to communicate its content to schoolchildren and students from anywhere in the world.
- To schedule on-going training activities for the technicians designated as CSN spokespersons and the personnel of the Communications area in relation to the performance of their functions.

The following actions are related to the third objective in this area, linked to the improvement of the perception of the regulator's activity among citizens and stakeholders.

- To increase the visibility of the activities of the different organisational units of the CSN through the publication of contents on the different channels of the regulator.
- To increase relations with the media in response to specific requests for information, specifically when experts from the institution are requested to act as spokespersons in the areas of competence of the CSN.
- To adapt technical and scientific communications for better understanding by general audiences.
- To develop training activities aimed at communication professionals. They can range from basic concepts of nuclear safety and radiation protection to more specific elements.

- To encourage the participation of journalists in drills. The objective of this action is not for the media to narrate how an exercise is carried out, but to act as an additional element of the exercise to help the Information and Communication Group (ICG) in the development of its activity within the exercises. That is, they would receive the press releases for assessment (whether they contain sufficient information, etc.), make simulated calls to introduce more informative pressure on the ICG and even, if deemed appropriate, participate in a fictitious press conference.
- To increase the use of social networks for the dissemination of news, activities and competitions, in order to reflect the work of the CSN in a more active way.
- To give greater relevance to the CSN's participation in public forums such as the Local Information Committees chaired by the Ministry for Ecological Transition and the Demographic Challenge (MITERD), both through press releases and social networks.
- To consider more interaction with students visiting the Information Centre, e.g. through competitions.
- To actively disseminate visits to the CSN Information Centre, whether virtual or in person, via email and social networks, as well as the physical visit to the centre.
- To increase the CSN's presence at congresses and exhibitions of interest to the institution.
- To produce and broadcast informative videos through the CSN website, digital platforms and social networks.
- To strengthen relations with the media: meetings with journalists and scientific disseminators in the form of service information - such as Plant Operating Statements, Environmental Values Network, etc. - and situation reports.
- To conduct training courses in message, public speaking and media relations for Council managers and middle management who could act as spokespersons. To review, and update if necessary, crisis communication protocols.
- To segment information to tailor messages to different audiences, channels and communication actions. To this end, the website will also be available in the co-official languages of the state.
- To optimise the use of social networks to be a benchmark in the sector, adapting the tone and message.

4.2.4. Messages

The number of messages in each communication should be kept to a minimum, as an excessive number of clues detracts from the objective of the information action.

The messages should also reinforce the following main ideas:

- The CSN is the sole competent body in relation to nuclear safety and radiation protection.
- The CSN is an independent body accountable to the Congress of Deputies and the Senate.
- The opinions reported by the Plenary of the CSN to the Ministry for Ecological Transition and the Demographic Challenge (MITERD) are mandatory in all cases and are also binding when they are negative or reject a concession. Also, with regard to the nuclear safety and radiation protection limits and conditions that they establish in the event of a positive result.
- The task of the CSN is to regulate and supervise the correct application of the regulations, and ensure the safe operation of the facilities. Similarly, its role is not to promote nuclear energy or the different types of uses of ionising radiation. Therefore, messages should be designed to emphasise the functions of the regulatory body.

For example: A communiqué on the approval of a Council Instruction (IS) shall contain, in addition to the most important aspects of these regulations, a mention that the preparation of such documents is a function of the CSN.

4.2.5. Media

- Institutional website of The Spanish Nuclear Safety Council (www.csn.es).
- Press releases (by sending them to the media and institutions).
- Press releases.
- Press conferences or public appearances.
- Alfa institutional magazine.
- Information Centre of the CSN.
- Social networks.
- Others: interviews and reports in the media, videos, documentaries, informative publications, conferences, congresses and exhibitions, etc.

With regard to social networks, following the approval of this Communication Plan, it is recommended that a “Manual for use in social networks” be drawn up to systematise the Council’s participation in them.

The CSN currently has profiles in:

- Twitter: twitter.com/CSN_es
- LinkedIn: [linkedin.com/company/consejo-de-seguridad-nuclear](https://www.linkedin.com/company/consejo-de-seguridad-nuclear)
- YouTube: [youtube.com/c/ConsejoSeguridadNuclear](https://www.youtube.com/c/ConsejoSeguridadNuclear)
- Flickr: [flickr.com/photos/consejo-de-seguridad-nuclear](https://www.flickr.com/photos/consejo-de-seguridad-nuclear)

The communication strategy in these networks is as follows:

- To publicise all the activities carried out by the CSN, disseminating the information published on the institutional website: agenda, news, updates, novelties, public job offers, annual report to Parliament, etc.
- To teach about ionising radiation, the operation of nuclear power plants and their different processes, nuclear safety and everything related to radiation protection.
- To disseminate the Alfa magazine and its articles.

- To publish informative videos, guided tours of the Information Centre, CSN video news, public conferences.
- To publicise events and other relevant scientific news related to nuclear safety and radiation protection that will attract a potential audience.
- To disseminate relevant information from national and international organisations with which the CSN collaborates.

4.3. Communication in the international arena

The challenges posed by the safety of nuclear and radioactive facilities are complex and many of them are common to all countries that possess them. This is why, since their inception, regulators have maintained close ties to exchange information, seek solutions in a coordinated manner and learn from each other’s vicissitudes. However, this point has so far not been specifically addressed in the communication plans.

At the apex of these relations are the international institutions, in which the CSN participates in the governing bodies, advisory committees and technical working groups, such as the International Atomic Energy Agency (IAEA), the institutions of the European Union and the OECD Nuclear Energy Agency (OECD/NEA). In parallel, the CSN participates in partnerships formed by peer institutions. Specifically, the CSN actively participates in the work of the International Nuclear Regulators Association (INRA), the European Nuclear Regulators Association (WENRA), the Ibero-American Forum of Radiological and Nuclear Regulatory Bodies (FORO), the European Radiation Protection Competent Authorities Association (HERCA) and the European Nuclear Safety Regulators Association (ENSRA). In addition, the CSN maintains close bilateral relations with other regulatory bodies around the world.

Likewise, in the field of public communication, the CSN participates in different international working groups such as the Public Communication Working Group of the NEA, the Communication and

Transparency Working Group of ENSREG, an advisory body of the European Commission, or the communication group of the IAEA's Global Nuclear Safety and Security Network (GNSSCOM) as part of the regulator's international relations strategy.

4.3.1. Objectives

The objectives set from the point of view of communication in the field of International Relations are:

1. To strengthen the coordination of the CSN with other national organisations and institutions as regards the defence of common positions in the international arena.
2. To share experiences and addressing global challenges in a coordinated manner, the basis of the CSN's international relations.
3. To promote the application of the returns obtained in the performance of the international activities in which the CSN participates are applicable to the functions and competences of the regulatory body.

4.3.2. Public

- Relevant international organisations.
- Counterpart bodies.
- Public institutions (Parliaments, national government, regional governments and local corporations).
- Public opinion (general public).
- Population in the vicinity of the facilities.
- Stakeholders (media, environmental groups, trade unions, professional associations, scientific and professional societies, owners of facilities and activities, companies with an interest in the subject, etc.).

4.3.3. Actions

- To exchange information, practices and regulatory policies with similar international organisations or regulators.
- To study new initiatives relating to communication implemented by international organisations or regulators similar to the CSN.
- International benchmarking and adoption of best practices.
- To give visibility to all those actions that fall within the international area by offering content in Spanish and English through the CSN website, the mobile application and other available channels.

4.3.4. Messages

- The CSN exchanges knowledge and practices between the different countries with nuclear and radioactive facilities.
- The CSN actively participates in international working groups, represents, in its areas of competence, the State in bilateral relations with other countries and multilateral relations with international organisations and forums.
- The CSN advises the Government, on request, on issues within its scope of competence.

4.3.5. Media

- Press releases and the institutional website of The Spanish Nuclear Safety Council.
- Internet and social networks.
- CSN mobile application.
- Press conferences, appearances, statements.
- Radio, press and television.
- International working groups.

4.4. Communication in a nuclear or radiological emergency situation

Communication in nuclear or radiological emergencies is not limited to public information or information for the public; it is an exercise in coordination and communication between authorities, groups involved and society as a whole, so that the information is provided by the authority entrusted with this function, depending on the emergency situation, and is coherent with the information received from the different institutions involved.

The structure of the response to a given emergency, including the responsibilities and roles of the different organisations involved, has been planned in advance and is reflected in all institutional and national plans. This ensures that the messages to be conveyed are agreed and coordinated in advance and that media requests for information are forwarded to the appropriate spokesperson or organisation in accordance with pre-established roles and responsibilities.

It is very important to stress that the press releases issued during a nuclear or radiological emergency are a relevant part of the CSN's communication policy. The information must be rigorous and meet, as far as possible, the needs of the different actors in terms of deadlines.

These activities relating to communication with the public in emergencies are included in internal procedure PA.VI.07 "Actions of the Information and Communication Group (ICG) of the CSN Emergency Response Organisation (ERO)", and the rest of the CSN ERO procedures.

4.4.1. Objectives

The objectives established from the point of view of communication in nuclear or radiological emergencies are as follows:

1. To provide contrasted and quality information on any emergency situation within the scope of the CSN's competences in national territory.
2. To provide information on international nuclear or radiological emergencies that are of interest to the media.
3. To publish information periodically in the event of an emergency within its framework of action and competence, assessing the dissemination of content through the most appropriate channels on the decisions taken by the emergency management

4.4.2. Public

This type of communication concerns both the audiences defined in external and internal communication, as well as international audiences:

- The staff of The Spanish Nuclear Safety Council (CSN).
- Stakeholders (media, environmental groups, trade unions, professional associations, scientific and professional societies, owners of facilities and activities, companies with an interest in the subject, etc.).
- Counterpart bodies.
- Relevant international organisations.
- Population in the vicinity of the facilities.
- Public institutions (Parliaments, national government, regional governments and local corporations).
- Public opinion (general public).

4.4.3. Actions

Given that the actions to be taken in nuclear or radiological emergencies are included in the different procedures and plans, the execution of the protocols included in these documents are considered as specific actions.

4.4.4. Messages

Messages should focus on the specific characteristics of each situation (type of emergency, hazard statement, consequences and instructions). Attention should be paid to the way information is presented so that it is intelligible, concise and objective. Similarly, it should be designed according to the target audience:

- To provide reliable information and clear recommendations on radiation protection.
- Origin of the emergency, causes, evolution, forecasts, recommendations issued, planned and future actions, etc.
- To describe the type of radiation related to the emergency, as well as the possible pathways by which people could be exposed to radiation.
- To provide radiation dose estimates, if possible, and explain how they could be compared with doses from other radiation sources such as natural background or those used in medical practices.
- To explain the possible consequences of doses received by being cautious in risk comparisons and presenting probabilities in an understandable way.
- To describe how people could reduce the doses received.
- To clarify the areas where the population could be affected.
- To advise in a coherent, clear, concise and uncontradictory manner.
- If there is any risk, to communicate its scale and provide guidance to the public on what it entails.

4.4.5. Media

- Press releases.
- Institutional website of The Spanish Nuclear Safety Council.
- CSN mobile application.
- Internet and social networks.
- Press conferences, appearances, statements and media attention.
- Radio, press and television.

4.5. Crisis communication

The Nuclear Energy Agency, in its Crisis Communication Handbook for Nuclear Regulatory Organisations, considers crisis communication as “The design, planning and implementation of communication actions in order to meet obligations and requests related to public information and transparency during a situation of media pressure and reputational risk for the nuclear regulatory organisation. These will take into account the different phases before, during and after the crisis”.

However, it is important to note that this is a situation of media pressure and risk to the reliability of the institution and does not have to be specifically related to a nuclear emergency, as any non-routine event affects or could affect an organisation.

Crisis situations generate an extraordinary demand for information. Regulatory bodies, such as the CSN, face the challenge of handling these situations professionally, under great pressure and public scrutiny. Effective communication management is vital in any critical situation, especially when there may be a public perception of risk.

Crisis communication is not only ‘public information’ or ‘information to the public’, but also internal communication and communication between authorities to ensure that public information is consistent.

4.5.1. Objectives

Specific objectives of crisis communication include:

1. To provide the public with accurate, timely and structured information.
2. To make people understand the information, the context and the existing situation.
3. To contribute to crisis management from the citizen's point of view through effective communication

4.5.2. Public

The audience for each crisis varies according to the stakeholder groups affected. Broadly speaking, the target audiences for communication can be the same as those set out in Figure 3, and these can be divided into the public and public representatives and interest groups. In any case, prior analysis of the situation is essential to understand the nature of the crisis and to determine the specific actions to be taken.

4.5.3. Actions

It is recommended that the first public reaction to a crisis should be as soon as possible after the confirmation of the event in order to convey the information available without sacrificing the criteria of rigour and accuracy of information.

4.5.4. Messages

- The CSN is the sole competent body for nuclear safety and radiation protection in Spain.
- The CSN is an independent body accountable to the Congress of Deputies and the Senate.
- The task of the CSN is regulation, the correct application of the standards and guaranteeing the safe operation of the facilities, not to promote nuclear energy or the different types of uses of ionising radiation.
- The CSN exchanges information and data with the different countries with nuclear and radioactive facilities.
- The CSN actively participates in working groups, represents the State in bilateral and multilateral relations with other countries.
- The CSN advises the Government, on request, on issues within its sphere of competence at international level.

Similarly, messages should be designed to emphasise the functions of the regulatory body.

4.5.5. Media

The nature of each crisis should also influence decisions on the means to be used.

- Institutional website of The Spanish Nuclear Safety Council.
- Press releases (by sending them to the media and institutions).
- Press releases.
- Press conferences or public appearances.
- Social networks.
- CSN mobile application.
- Others: interviews and reports in the media, documentaries, informative publications, conferences, congresses and exhibitions, etc.

5. VALIDITY OF THE COMMUNICATION PLAN

Due to the changing context in which everything related to communication moves and the developments in this field, it is considered desirable for this communication plan to be valid for a period of three years (2022-2025).

Although it will be reviewed annually and may be subject to occasional additions or adjustments, a new Plan should be undertaken after the period 2022-2025.

This Plan will enter into force as soon as it is approved by the Plenary of the CSN.

6. MONITORING, CONTROL AND EVALUATION

Compliance with this communication plan will be monitored by the Communications area of the Technical Office of the Presidency (GTP) of The Spanish Nuclear Safety Council, using all the resources available to it.

The control, monitoring and evaluation of the proposed actions may be carried out by any method deemed appropriate, using the annual communication reports as the main tool.

In this respect, since 2007 the CSN has had a news monitoring service that includes the following work:

- Daily production of a press summary and two personalised magazines with information from the national, international and regional press.
- Provision of an alert service with the most relevant news.
- Drawing up of quarterly and annual analyses of the CSN's image in the media.

In order to gain insight into the image of the regulatory body as projected by the media, quarterly reports are submitted to the Plenary on the analysis of the CSN's image in the media, using quantitative and qualitative data. For this purpose, the information selected for the CSN and published in the written press, online media, radio and television is analysed, classified according to different parameters:

- By subject area: corporate, nuclear safety, radiation protection, waste and other issues that may be of special interest.
- By geographical scope.
- By tonality: positive, negative and neutral, based on the following criteria:
 - » Positive: when The Spanish Nuclear Safety Council fulfils its functions and they are recognised; when the CSN or any person in the body is taken as a point of reference and when the CSN appears as an institutional representation or is a protagonist in legislative matters.

- » Negative: when the CSN does not perform its functions or there are errors in the management carried out; when there is a lack of consensus within the CSN on matters within its competence; when there is a clear lack of documentation or monitoring of its activities and when there are criticisms made by persons or organisations with public credibility.
- » Neutral: when the information is of an informative nature and is limited to providing information without making an assessment. They are presented equally between positive and negative criteria.
- By the scope and relevance of the media in which the news is published, this being a weighting factor for the positive, negative or neutral impact of the publications. This effectiveness is based on the Communication Effectiveness Index (CEI), implemented by the company offering the service, and assesses the effectiveness of each news item based on a series of parameters:
 - » Brand prominence.
 - » Mention in the headline.
 - » Relevance of the medium.
 - » Reference to reputational axes.
 - » Tonality.

The overall IEC is calculated by averaging the IEC obtained for each news item. Applying this index to the audience data for each news item results in the Potential IEC, or number of individuals likely to remember the brand, company or entity.

On the other hand, new technologies make it possible to obtain immediate statistics on the repercussions of the CSN's activity on the Internet by checking the number of visits received by a publication on the institutional website or the impact of communication on social networks.

In this respect, as the CSN has been doing, it is recommended that an annual report be drawn up on the main activity performed by the organisation in relation to:

- To analyse the communication actions carried out during the previous year to be aware of their relevance and the work done.
- To measure these actions, mainly from a quantitative point of view.
- To compare with the actions of the previous exercise (or any that can serve as a reference) in order to provide a context for what was implemented during the current exercise.
- To evaluate and improve in order to identify shortcomings and possible actions that will result in more efficient Board communication in line with the organisation's objectives.

This report shall be submitted to the Plenary of the CSN in the first month of the year following the year analysed.

7. REFERENCES

- Public Communication Advisors, 2020. *Analysis of public perception of The Spanish Nuclear Safety Council (CSN) among opinion leaders*. Internal document.
- CSN, 2020. *CSN 2020-2025 Strategic Plan*. Nuclear Safety Council. Available at: <https://www.csn.es/documents/10182/914813/OFC-01.06+Plan+Estratégico+del+CSN+2020-2025/cf8863c6-d9c7-7812-fe29-915027519d0d>
- CSN, 2020. *CSN International Strategy 2020-2025*. Nuclear Safety Council. Available at: <https://www.csn.es/documents/10182/914813/OFC-01-09+Estrategia+de+Relaciones+Internacionales+2020-2025/d393f43c-6d80-fd0f-f30e-b197ea4bc151>
- CSN, 2021 *CSN Policy on Safety Culture (2021)*. Nuclear Safety Council.
- CSN, 2021. Manual of style and logo 2021. Nuclear Safety Council. Available at: [https://www.csn.es/documents/10182/1470017/Manual+de+estilo+\(03.03.2022\)/15e3049d-84fd-9573-b0b6-86839c8a30f3](https://www.csn.es/documents/10182/1470017/Manual+de+estilo+(03.03.2022)/15e3049d-84fd-9573-b0b6-86839c8a30f3)
- CSN, 2022. *CSN Code of Ethics (2022)*. Nuclear Safety Council. Available at: <https://www.csn.es/documents/10182/914813/OFC-01.08+Código+ético+del+Consejo+de+Seguridad+Nuclear+2020-2025>
- IAEA. 2017. *Communication and Consultation with Interested Parties by the Regulatory Body*. International Atomic Energy Agency. Available in: <https://www.iaea.org/publications/11029/communication-and-consultation-with-interested-parties-by-the-regulatory-body>
- NEA/OECD, 2011. *Commendable Practices on Transparency in Nuclear Regulatory Communication with the Public*. Nuclear Energy Agency. Available at: https://oecd-nea.org/jcms/pl_28672/commendable-practices-on-transparency-in-nuclear-regulatory-communication-with-the-public
- NEA/OECD, 2012. *Crisis Communication: Facing the Challenges Proceedings*. Nuclear Energy Agency. Available at: <https://www.oecd-nea.org/upload/docs/application/pdf/2019-12/7067-crisis-communication.pdf>
- NEA/OECD, 2020. *A Public Communication Case Study: Switzerland*. Nuclear Energy Agency. Available at: https://www.oecd-nea.org/jcms/pl_28602/a-public-communication-case-study-switzerland?details=true

Internal Nuclear Safety Council communication procedures:

- PG.II.03 Public Information and Communication;
- PA.II.04 Updating and maintenance of the institutional website;
- PG.II.06 Communication of information on events.

