

# Management System Manual

INTERNATIONAL NUCLEAR SERVICES LTD AND  
PACIFIC NUCLEAR TRANSPORT LTD



Delivering Specialist Nuclear  
Services with Pride  
*It's in our heritage.*

# Introduction

## Delivering success for our customers

International Nuclear Services (INS) designs end to end transport solutions and manages a large portfolio of UK and international contracts for nuclear fuel recycling and transport services. We have a unique 40-year history of transporting nuclear materials globally, on behalf of our customers and manage a fleet of ships and transport casks. To enable us to successfully achieve this, we have around 150 staff with offices and facilities in the UK, France and Japan.

INS offers solutions to specialist nuclear transport challenges, from package design and analysis, licensing, to transport operations and is the customer interface to over 20 nuclear utility customers worldwide.

INS' subsidiary, Pacific Nuclear Transport Limited (PNTL), is the world's most experienced shipper of nuclear cargoes. INS and PNTL have over 40 years' experience of providing specialist nuclear transport projects to UK and overseas customers. During this time we have successfully transported over 2,000 nuclear casks over five million miles without an incident resulting in the accidental release of radioactivity.

In support of the UK and global nuclear industry, INS is a member of the World Nuclear Association, the Nuclear Industry Association, the Nuclear Institute and the World Nuclear Transport Institute.

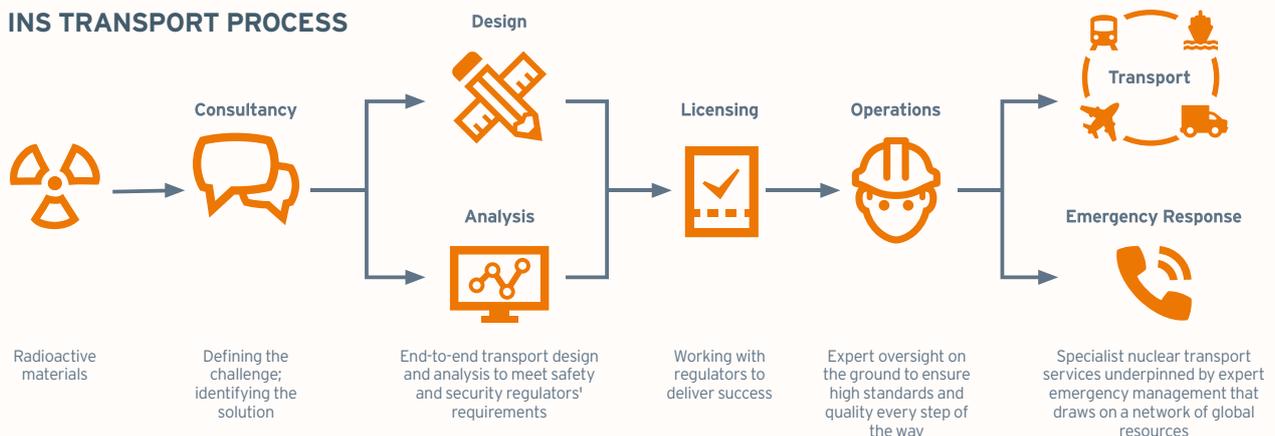


**Seth Kybird**  
INS Managing Director



**Phil Edge**  
PNTL General Manager

### INS TRANSPORT PROCESS



# Management system

## i-NET



The company intranet is called i-NET and is an innovative electronic and process based management system for INS. It is readily accessible, easy to use, combining the formal certified elements of our management system together with a wide variety of informal elements such as communications, information, knowledge, useful tools and applications. These complement and enhance the formal processes to help us to operate and continually improve our business in an integrated and effective manner.



## Standards



International Nuclear Services comply with all the requirements of ISO 9001:2015 Quality Management Systems, ISO 14001:2015 Environmental Management Systems, and OHSAS 18001:2007 Occupational Health and Safety Management Systems. Pacific Nuclear Transport Limited also comply with all the requirements of ISO 9001:2015 Quality Management Systems and ISO 14001:2015 Environmental Management Systems.

To reinforce the status of the INS and PNTL Management Systems, the processes applied are independently verified by a third party certification body. ISO 9001:2015 certification is maintained at all operating locations

in the UK and Japan, ISO 14001:2015 certification is maintained at UK operating locations only and OHSAS 18001:2007 certification applies to INS UK operating locations only.

The Head of EHS&Q is the appointed management representative for the management system.

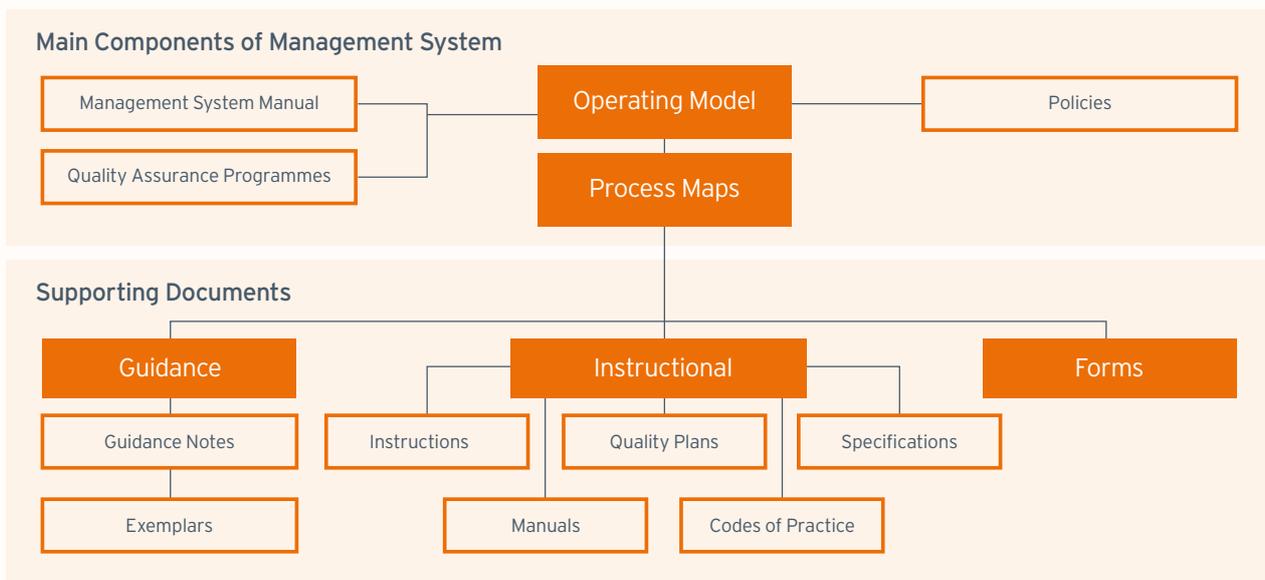
The system also addresses the quality/safety requirements of the following International Atomic Energy Agency (IAEA) documents:

- Safety Standard, Safety Series SSR-6 - 'Regulations for the Safe Transport of Radioactive Material'.
- Supported by: Safety Guides,
  - Safety Series No. SSG-26 - 'Advisory Material for the IAEA Regulations for the Safe Transport of Radioactive Material'.
  - Safety Series No. TS-G-1.4 - 'The Management System for the Safe Transport of Radioactive Material'.
- Safety Standards, General Safety Requirements GSR Part 2 - 'Leadership and Management for Safety'.

INS UK health and safety arrangements are based upon the requirements defined in OHSAS 18001:2007 'Occupational Health and Safety Management Systems'. The Head of EHS&Q is the appointed Head of Safety.

# Management system architecture

THE INS AND PNTL FORMAL MANAGEMENT SYSTEM IS CONSTRUCTED AS SHOWN BELOW:



## Main Components of Management System

- **Operating Model** - Parent map detailing and linking to all parts of the management system
- **Management System Manual**
  - Formal description of the management system
- **Quality Assurance Programmes**
  - Required by some customers for certain work packages, essentially a specific type of quality manual
- **Policies** - Formal INS policies
- **Process Maps** - Core part of the management system, mapping each of our processes and interlinking them as required

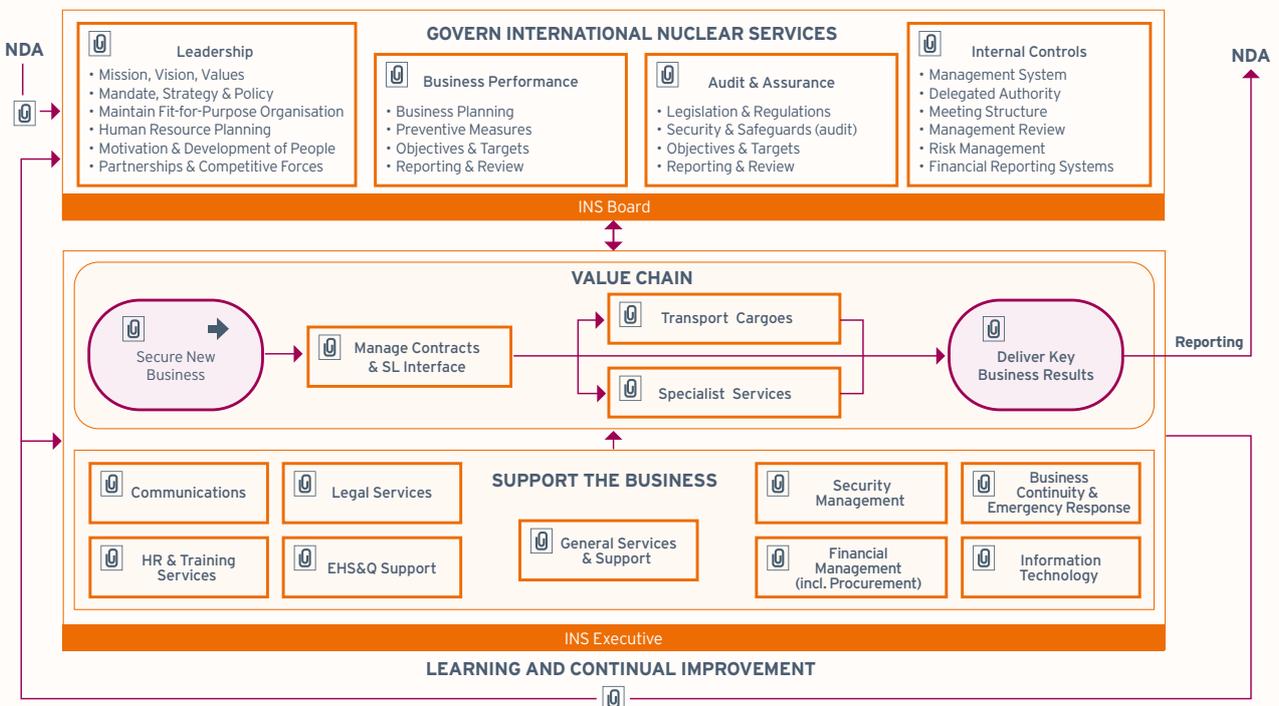
## Process Map Supporting Documents

- **Guidance** - Provides help and support for users to carry out the process
  - Guidance Notes - Explanatory and Supporting Information
  - Exemplars - Typical/ideal examples that can be used to guide users through the process
- **Instructional** - Tells users specific detailed information in support of a process
  - Instructions - Specific detailed instructions in support of the process maps, informing users of what they should or shall do
  - Quality Plans - Required by customers and other stakeholders detailing specifically a list of activities and responsibilities for a given work package, in support of a process map
- Specifications - Detailed specification for a package of work, written by INS to supply to third parties
- Manuals - Collection of detailed material covering specific areas, eg 'Conditions of Employment' and 'Emergency Response' manuals
- Codes of Practice - Specific type of instruction, usually detailing personal responsibilities and required behaviours within the workplace
- **Forms** - Used in support of a given process, can be instructional and can also act as a record of an activity

# Operating model

The INS Operating Model is the parent map detailing the whole of our formal management system and linking to all its component parts, especially our process maps and supporting documentation. The model describes all aspects of INS' activities and how they interrelate.

## EXAMPLE VIEW OF THE INS OPERATING MODEL



It is organised into four main sets of processes, activities and supporting information:

### Govern International Nuclear Services

All the processes, activities and requirements to legally and successfully govern and operate INS Ltd.

### Value Chain

These are the core processes and activities that INS undertakes, they produce our required outcomes including revenue generation.

### Support the Business

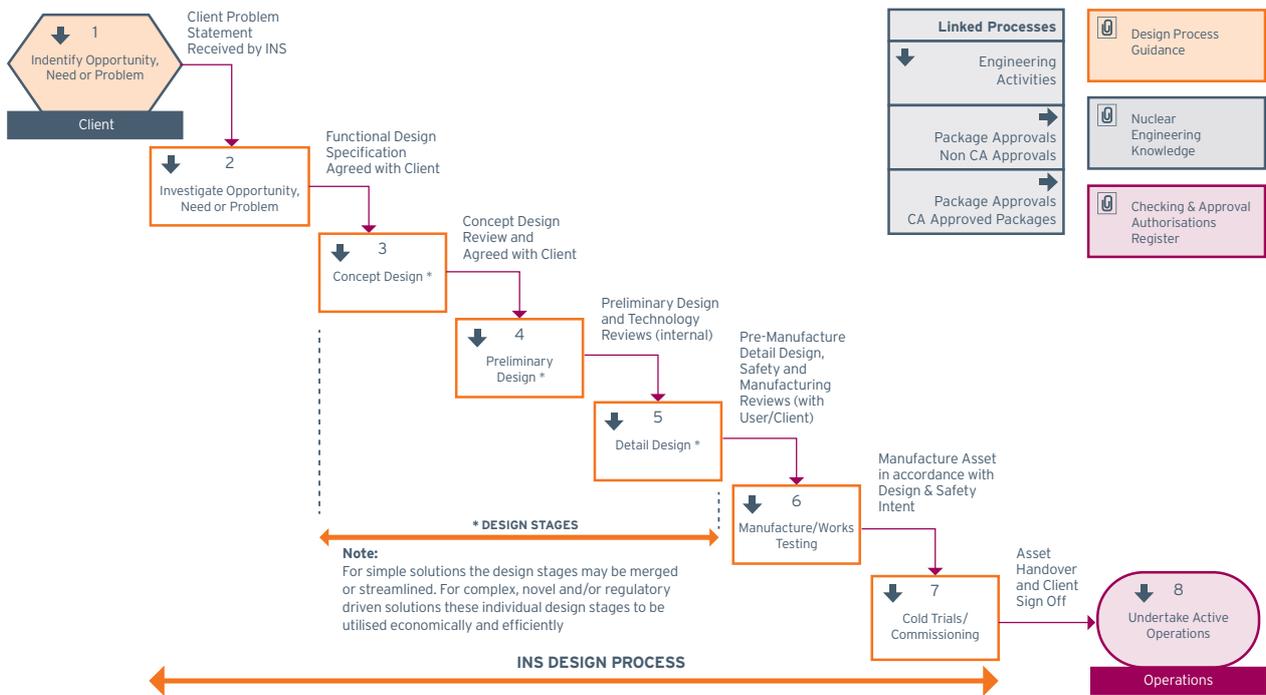
All the support processes and activities that assist INS in undertaking and successfully achieving the Value Chain and Corporate Governance.

### Learning and Continual Improvement

All the processes and activities are underpinned by our Learning and Continual Improvement processes.

# Process maps

## EXAMPLE OF AN INS PROCESS MAP:



Process maps are the core components of our management system.

They describe all of our processes and the interrelationships between them, providing a clear, effective and coherent system covering all of INS' activities.

They are supported by a range of documentation consisting of Guidance, Instructional Documents and Forms.

### PROCESS MAPS ARE MADE UP OF THE FOLLOWING ELEMENTS:

- 1 Activity 1** Activity Box, these are the main elements and describe the activities at each stage of the process
- Person 1** Individual, Role, Department or Function responsible for the activity
- Provide links to all relevant supporting documentation, associated processes and other useful information
- Provide links to more detailed sub processes, used extensively to break down complex processes into easily understood sections
- Provides link to an associated process
- Link To:** Signpost and link to an associated process
- Provides small notes about the relevant activity
- Input / output** Describes the inputs and outputs of each activity and provides the process sequence

# Organisational structure

## Board of Directors

The INS Board consists of representatives of the Nuclear Decommissioning Authority (NDA) and International Nuclear Services; the Nuclear Decommissioning Authority holds the Chairmanship of the Board.

## Executive

The INS Executive consists of the Managing Director and five Directors; these are shown on the diagram on page 8 'Executive Organisational Structure'. The Executive undertake the day to day management of the company covering the core activities of 'Commercial', 'Finance', 'Shipping', 'Technical' and 'Business Services', plus 'Security and Resilience'.

## Pacific Nuclear Transport Limited (PNTL)

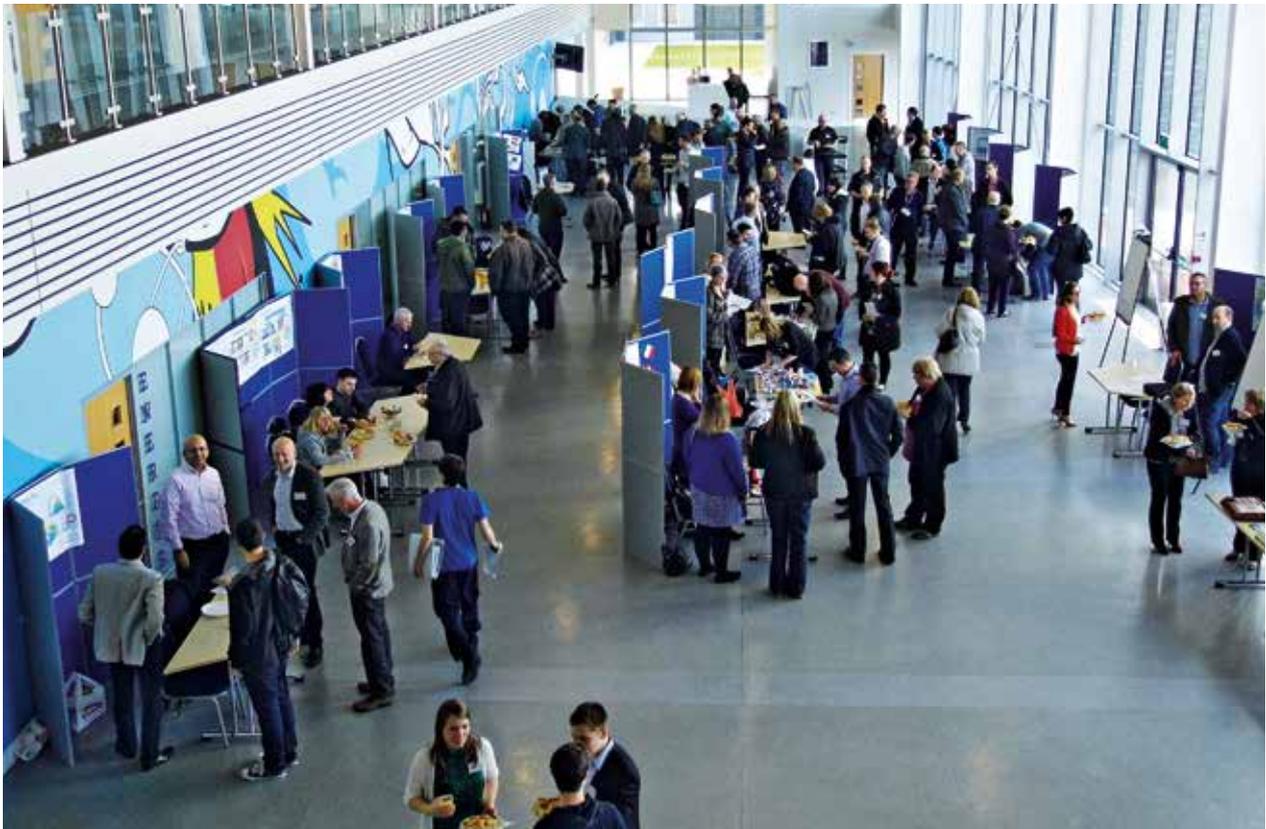
Japanese transport business is normally sub-contracted to Pacific Nuclear Transport Limited. INS holds 68.75% share holding in PNTL; the remaining shares are held by Japanese utility companies (18.75%) and TN International (12.5%). Ships' officers and crew are employed by Pacific Nuclear Transport Limited. INS appoints the General Manager and manages PNTL shipping activities using a specialist ship management company.

## INS Japan KK

INS Japan is based in Tokyo. Their role is to support INS' customer relations activities in Japan. INS Japan reports to the INS Executive and applies its own procedures and processes.

## INS France SAS

INS France is based in Paris and Cherbourg. Their role is to support INS and PNTL communications and operational activities in France and mainland Europe. INS France applies INS processes whilst complying with French law.



## Executive Organisational Structure



The combination of the i-NET management system and expertise of our staff enable INS to achieve its prime business objectives and our vision of: **'To be the best global provider of nuclear transport solutions'**

↓ On the organisation charts these icons provide links to the cascading directorate and departmental organisation. The lower levels contain detailed structures and reporting lines. They also include individuals' names and job titles.

📄 On the organisation charts these icons provide links to each individual's contact details and importantly to their 'Job Profiles'.

### Job profiles consist of:

- Job Title
- Location
- Grade
- Main Purpose of Job
- Position in Organisation
- Scope of Job
- Dimensions and Limits of Authority
- Qualifications, Experience and Skills (required for the job)

We have designed our organisational structure and associated job profiles to enable us to effectively undertake all the company processes and deliver the required objectives for our customers and stakeholders.

## Connecting the global nuclear market



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