INS is 10 years old. During that time we’ve achieved great things.

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We’ve used our unique transport, design and licensing expertise to support a number of critical UK decommissioning programmes and high-profile global nuclear transport projects.

We’re proud that our unparalleled nuclear transport capabilities have supported important UK priorities, helped international and domestic customers meet their own nuclear challenges, and ultimately helped to make the world a safer place.

We’ve grown our reputation for providing quality, safe and secure solutions to complex nuclear challenges, and cemented our position as a key strategic asset for the UK and the international community.

At the same time we recognise that the environment in which we operate has changed over the last 10 years. The NDA mission continues to evolve, external factors mean that our programme of work can be difficult to predict, and we’re not putting our unique skills to use as much as we’d like.

Put simply, we want to do more.

Because whilst our longstanding contracts and continued work in support of the NDA mission mean we have a secure and viable short-to-medium term future, our aim is to secure a sustainable long-term future for INS that consolidates our position as a key UK and international strategic asset, and maximises our value to the NDA and UK government.

This strategy sets out how we intend to achieve that aim.
International Nuclear Services is a subsidiary of the UK’s Nuclear Decommissioning Authority (NDA), a public body responsible for ensuring the safe and efficient clean-up of the UK’s nuclear legacy.

INS contributes to delivering the NDA’s strategy by providing specialist nuclear transport, design and licensing services.

About INS

A big part of our work in support of NDA’s strategy involves the transportation of spent fuels and the return of waste to countries of origin. We operate Pacific Nuclear Transport Limited (PNTL) – the world’s most experienced nuclear shipping company who have a fleet of three specialist nuclear transport carriers.

As well as contributing to the delivery of NDA’s strategy we use the skills and experience we have accumulated over 40 years to help a range of domestic and international customers unlock their own nuclear challenges.

We are the only organisation in the world that offers a high-security Category I nuclear shipping capability, so we play a unique and crucial role in supporting UK and global security goals, and making the world a safer place.

Since becoming an NDA subsidiary in 2008 we have undertaken complex nuclear transport projects on behalf of a number of countries including Belgium, Sweden, Italy, Japan, USA, France, Switzerland and Germany.

Capabilities

Our people are experts in engineering, package design and licensing, nuclear transport operations, complex project management, international nuclear law, shipping, stakeholder relations, security and resilience, health & safety, emergency response, contract management and commercial services, and much more.
Portfolio

2,000+ casks of nuclear materials moved

5,000,000+ sea miles travelled

20 high level waste returns

12 MOX shipments

INS HAS PROVIDED END-TO-END TRANSPORT SOLUTIONS FOR MATERIALS INCLUDING:

- Plutonium
- Highly Enriched Uranium
- MOX Fuel
- Vitrified High Level Waste
- Spent Fuel

OVER 25 CATEGORY 1 HIGH-SECURITY SHIPMENTS (IN PARTNERSHIP WITH THE CIVIL NUCLEAR CONSTABULARY)

NEW DISPOSAL ROUTE established for UK sealed sources from hospitals, universities and industry.

SIGNIFICANT PACKAGING DESIGN and licensing input to support Dounreay Exotics Consolidation Project.

PROVISION OF PACKAGE ENGINEERING and licensing services to RWM, Springfields and Capenhurst.

NUCLEAR TRANSPORT CONSULTANCY for package design and licensing, cyber security, emergency response and multi-modal transport solutions developed in partnership with Direct Rail Services.
175 SEAFARERS

LONGSTANDING PARTNERSHIP WITH CIVIL NUCLEAR CONSTABULARY

A DEDICATED NUCLEAR MARINE TERMINAL

LOCATIONS IN THE UK AND OVERSEAS

UK
- West Cumbria
- Barrow-in-Furness
- Warrington

PARIS

TOKYO
Our vision

The UK and global nuclear industry needs nuclear materials to be constantly managed and moved. INS is the specialist team helping to solve these complex nuclear transport challenges.

Our Strategy explains how we will use the expertise and capabilities we’ve built up throughout our past to achieve our new vision:

**To be the best global provider of nuclear transport solutions.**
Our values

Our five core values define what we stand for and guide us in our day-to-day approach.

**Quality**
We deliver safely, securely and reliably for our customers, recognising when we succeed and challenging ourselves when we don’t.

**Expertise**
We develop our knowledge, skills and expertise to deliver success, achieve value for money, and secure new business.

**Innovation**
We constantly look for creative ways to make things better or do things differently. We welcome diversity in thinking and encourage our people to develop new ideas.

**Integrity**
We act with honesty, trust and respect, and communicate with openness and clarity.

**Cooperation**
We work collaboratively with our partners, customers and each other.
How will INS look and feel in five years?

- Delivering high quality transport solutions in support of the NDA mission
- Smaller, leaner, more flexible and diverse - better able to adapt to the future
- More product offerings, diverse revenue sources, new customers
- A stronger focus on people development and performance improvement
- Feeling closer to an SME than a public sector body
- Closer to the NDA Group - balancing strategic alignment with autonomy
To become the best global provider of nuclear transport solutions we need to be strategically focused. We will need absolute clarity on how we will achieve our ambition.

We’re committing to four strategic objectives that will help us do just that:

• Successfully deliver nuclear transport solutions to support NDA
• Operate commercially and be self-funding
• Deliver external business in transport and consultancy
• Support UK and other Governments’ wider policy objectives

We will retain our primary objective to support the NDA’s vital decommissioning mission, but our refreshed strategy also sets out how we intend to develop new transport and consultancy business opportunities in the UK and overseas to generate additional revenue, and deliver greater value to NDA as our shareholder. We’ve also set ourselves an ambitious objective to be self-funding and reduce our reliance on the UK taxpayer.
Our strategy

Vision: To be the best global provider of nuclear transport solutions

1. Successfully deliver nuclear transport solutions to support NDA
2. Operate commercially and be self-funding
3. Deliver external business in transport and consultancy

We will continue to deliver the NDA mission and remain profitable

Maintain a sustainable business as the NDA transport mission evolves

Safety and security excellence
High performing, flexible and diverse people
Industry-leading vessels, assets and crew
Effective and efficient organisation
Dedication to satisfying customers
High performing & VFM supply chain

VALUES
QUALITY
EXPERTISE
INNOVATION
We have a unique capability that will have a sustainable future as the NDA transport mission evolves. We will continue to develop our strategy for delivering this alongside the emerging NDA Transport Strategy.

Our primary goal – all other objectives support this

4. Support UK and other Governments’ wider policy objectives

We will work with wider stakeholders and customers to support strategic priorities, allowing us to exercise and develop our capabilities and assets and generate additional revenues.

We have a unique capability that will have a sustainable future as the NDA transport mission evolves. We will continue to develop our strategy for delivering this alongside the emerging NDA Transport Strategy.

Operate within agreed risk appetite

DRS Strategic Partnership and collaboration with others

Agile and robust governance framework

INTEGRITY

CO-OPERATION
Our primary objective is to support delivery of the NDA mission by shipping nuclear materials.

That will involve undertaking strategic domestic shipments, the return of High Level Waste to countries of origin, and shipments of MOX fuel from France to Japan.

Our focus will be on maintaining our high-quality capability to deliver these shipments and ensuring sufficient utilisation of our vessels and crews.

As well as shipping, our engineering and package management capability remains a valuable asset to the NDA Group.

Over the next 10 years we will:

• Successfully deliver 39 contracted NDA related transports.

• Maintain our unique transport capabilities in order to deliver the NDA mission.

• Influence and implement the NDA integrated transport strategy.
We are proud to be commercially funded requiring no government financial support.

We have maintained this position throughout our existence, but we recognise this will become more challenging as long-term contracts come to an end.

Our aim is to remain profitable and continue to be self-funding. We plan to achieve this by reducing our cost base to more sustainable levels, and by expanding our sources of revenue.

Strategic Objective 2:
Operate commercially and be self-funding

Over the next 10 years we will:

• Reduce our fixed costs
• Become a smaller, more agile organisation with a reduced headcount
• Expand into new markets to secure new revenue
Strategic Objective 3:
Deliver external business in transport and consultancy

We will continue to expand beyond the NDA mission into nuclear transport and consultancy.

Whilst NDA and Japanese Utility shipments will always take priority, we will deliver strategic international shipments for government customers, and undertake less specialised, lower category nuclear shipments in order to provide revenues and activity during times of lower utilisation.

We will also continue to diversify the type of transport projects we undertake, building on our success in delivering a programme of sealed source road transports in the UK.

We have been selling consultancy services for a number of years and intend to expand on this offering. It enhances our capabilities, makes the best use of our skilled people, and earns additional revenue. There are a number of areas where we believe we can sell our skills including, but not limited to, engineering, licensing, security, legal, resilience, and transport.

Over the next 10 years we will:

- Increase the number of non-NDA shipments we undertake each year
- Develop our consultancy offering
Our unique capability to deliver complex nuclear shipments has been used by UK, USA, Japan and other governments to deliver important strategic outcomes and ultimately help make the world a safer place.

We believe it is important to maintain this capability and promote it further with governments. We will work closely with the NDA and UK government to ensure we are recognised as a domestic and global strategic capability.

We will also continue to influence UK and international standards and regulations, particularly through our membership of the World Nuclear Transport Institute (WNTI).

Through our knowledge and experience of operating successfully domestically and globally we will help promote the UK’s nuclear expertise overseas and deliver key Nuclear Sector Deal initiatives relating to exports; supporting SMEs to sell expert skills; packaging; innovation; and bringing new skills into the sector.

Over the next 10 years we will:

- Consolidate our position as a UK strategic capability
- Increase awareness of our capabilities amongst international governments and partners
- Use our international knowledge and network to promote UK nuclear expertise overseas
How we will get there

The principal outcome of this strategy is to maintain a sustainable long-term business for INS as the NDA transport mission evolves. That outcome is supported by a series of enabling outcomes that will put our organisation, assets and people in a position to achieve success.
Safety and Security Excellence

The safety and security of our operations and people remains our number one priority. We’re trusted with some of the most sensitive nuclear materials in the world so it’s essential that customers and stakeholders have confidence in what we do.

Our focus is on:

• Improving our safety culture within INS and PNTL
• Increasing utilisation of our crews and vessels
• Building on our strong security performance by focusing on security culture, cyber security and supply chain security

High performing, flexible and diverse people

We will grow our expertise and remain a professional and supportive organisation. We want to empower our people, increase trust, encourage greater flexibility and embrace innovation.

Our focus is on:

• Delivering our equality, diversity and inclusion strategy
• Improving our approach to managing performance
• Investing in our employees’ personal development

Effective and efficient organisation

Our aim is to become more like an SME sized commercial business that is able to respond quickly to market opportunities and customer needs.

Our focus is on:

• Investing in our systems and modernising our ICT capabilities
• Simplifying our processes, procedures and governance
• Reducing our headcount and improving resource and succession planning
Industry-leading vessels, assets and crew

To continue to deliver quality safe and secure shipments it is essential that we use industry-leading, well-utilised vessels, assets and crew.

Our focus is on:

- Maintaining our capability by increasing the utilisation of our vessels and crew
- Delivering the PNTL crewing and operations strategy

High performing & value for money supply chain

We will set clear expectations of our suppliers, demanding high standards and value for money.

Our focus is on:

- Delivering savings in the INS supply chain
- Enhancing control and management of procurement planning and delivery

Dedication to satisfying customers

The NDA and our customers deserve the highest levels of service, value and flexibility. We will be more responsive, innovative and efficient for all of our customers, securing win-win outcomes and building long lasting relationships.

Our focus is on:

- Monitoring and improving customer satisfaction
- Achieving delivery targets set by NDA

Operate within agreed risk appetite

In order to deliver our business effectively we must have the freedom to operate whilst remaining aligned with the strategy of NDA.

Our focus is on:

- Ensuring this strategy is agreed by NDA and aligned with their mission
- Agreeing a risk appetite and framework with NDA
Agile and robust governance framework

We will continue to apply robust governance, whilst ensuring that it is flexible enough for a small commercial organisation, yet suitable for a government entity.

Our focus is on:

• Ensuring clarity on governance and delegated authority
• Operating within agreed governance frameworks and continuing to be compliant with relevant legislation

DRS Strategic Partnership and collaboration with others

We will continue to work alongside the global network of partners that we have developed over the years. Our strategic partnership with Direct Rail Services will continue to develop and we will become closer to the rest of the NDA Group as part of the One NDA initiative.

Our focus is on:

• Developing our Strategic Partnership with Direct Rail Services, continuing to work closely with CNC, and becoming closer to the NDA Group
• Seeking opportunities to work with other organisations in the domestic and international nuclear sector
The organisation we will become

This is a strategy that puts our people front and centre. Our success has been built on the expertise and range of unique skills we have within INS.

But we know that if we’re to achieve our potential we need to be in the best shape we can be – as competitive, efficient and innovative as possible.

We’ll do that by being disciplined with our overheads, embracing new ways of working, and taking steps to build a leaner organisation that has the right skills in the right places.

As part of this strategy we’ll embark on a package of transformational activities that will enable us to work smarter – ensuring value for money, improving our technology, and enabling our people to perform at their very best.

And crucially, we’ll take action to build a diverse and inclusive place to work because it makes good business sense and it’s the right thing to do.

Our refreshed strategy is exciting and ambitious, but it’s also challenging and will require us to think and work differently.

The prize is a sustainable long-term future for INS. A high-performing organisation delivering high quality transport solutions in support of the NDA mission and serving new customers with a more diverse range of product offerings.

Our strategy reinforces our position as the foremost specialist team helping to solve complex nuclear transport challenges around the world.
Our refreshed strategy is exciting and ambitious, but it’s also challenging and will require us to think and work differently.