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EXERCISE SHORT SERMON 12 (HMNB CLYDE, ARGYLL & BUTE) - ALL AGENCY REPORT

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PREFACE

Introduction

Exercise SHORT SERMON 2012 was a Level 3¹ Nuclear Emergency Response Exercise, to test the local and national level response to an emergency involving the reactor of a Nuclear Powered Submarine in HM Naval Base Clyde.

The exercise was conducted in accordance with the Radiation (Emergency Preparedness and Public Information) Regulations 2001² (REPPIR) on 5 September 2012.

Aim

The primary aim of the exercise was to demonstrate the Operator's On-site emergency plan (Clyde Nuclear Emergency Response Orders, Volume 1), the Local Authority (Argyll & Bute Council) Off-site response plan together with elements of the MOD's Lead Government Department role and its interface with the Scottish Government.

Principles of Response

Co-ordination was implemented from three local response sites. In ascending order these are: Operational (BRONZE), Tactical (SILVER) and Local Strategic (GOLD). For Defence nuclear accidents the MOD is designated as the Lead Government Department (LGD) and at the national strategic level this is discharged through the Headquarters Defence Nuclear Emergency Organisation (HQ DNEO) in MOD Main Building and the Cabinet Office Briefing Rooms (COBR), Whitehall, London.

The Scottish Government, which has responsibility for the consequences management aspects of a Defence nuclear emergency in Scotland, discharges this role through the Scottish Government Resilience Room (SGORR) in Edinburgh.

Scenario

The exercise scenario involved a fictitious VANGUARD CLASS submarine HMS VELATION which had just returned from a 4 week visit to the east coast of the USA. An unlikely series of catastrophic, highly improbable system and procedural failures resulted in the declaration of an Off-Site Nuclear Emergency (OSNE) with a release of radioactive material to atmosphere. This emergency simulated a number of casualties, some requiring hospital treatment.

Exercise constraints

MOD Level 3 exercises traditionally include full participation of HQ DNEO and elements of the cross-Government arrangements. However, as the date of the exercise fell within the period of the London Olympics/Paralympics, cross-government play in the exercise was

¹ Level 3 Exercise – A demonstration of all phases of the response in which live play and the participation of MOD and all relevant external agencies is maximised at the national and local strategic, tactical and operational levels.

² REPPIR 2001, Regulation 10 Review and testing of emergency plans

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limited to supporting the key local exercise objectives i.e. those associated with the statutory test of the operator's on-site and Local Authority off-site plans.

In order to achieve key exercise objectives including the handover of the chairmanship of the Strategic Co-ordinating Group (SCG) from Strathclyde Police to Argyll and Bute Council, significant time compression of events was employed. This introduced a number of constraints upon the players and necessitated some pre-positioning of responding forces.

Participation

A large number of agencies participated in the exercise across the key locations including:

- HMNB CLYDE;
- Argyll and Bute Council;
- Scottish Government;
- Defence Nuclear Safety Regulator (DNSR);
- Office for Nuclear Regulation (ONR);
- Strathclyde Police;
- Strathclyde Fire and Rescue Service;
- MOD Staff Officer Nuclear Accident Response Training (SONART);
- Meteorological Office;
- Health Protection Agency (HPA);
- Scottish Ambulance Service;
- Defence Science and Technology Laboratories (DSTL);
- NHS Highland;
- Food Standards Agency (FSA);
- Scottish Environment Protection Agency (SEPA);
- HMS GANNET.

Follow Up Action

Lessons identified from this exercise will be taken forward by each participating agency. Lessons with national implications will be taken forward by MOD, as Lead Government Department for Defence nuclear emergencies, in consultation with national representative bodies.

Acknowledgement

The MOD gratefully acknowledges the significant contribution of all the agencies involved in planning for, and exercising the plans for responding to an OSNE at HMNB Clyde in accordance with REPPIR.

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INDIVIDUAL ORGANISATIONS

ARGYLL AND BUTE COUNCIL

Aims and objectives

- To achieve the effective transfer of lead responsibility from the Chief Constable to the Chief Executive and ensuring the effective lead and co-ordination for the incident during the Recovery Phase.
- To demonstrate the core responsibilities of the local authority during the exercise, working with and supporting multi-agency partners.
- To demonstrate the impact that decisions taken at Recovery Phase have on the 5 key areas of: Care for People; Public Health; Remediation/cleanup; Economic Regeneration; and Communications.

Participation

- 21 personnel participated in the exercise across the following roles:

Chief Executive; Executive Director; Civil Contingencies Manager; Asst Health & Safety Manager; Civil Contingencies; Regulatory Services Manager; Environmental Health Managers; Communications Team; Business Continuity; AERT Co-ordinator; IT support; Area Children's Services; Area Adult Services; Area Environmental Health Officer; and Admin and support.

Good Points

- Overall well run, meeting timings were better than have been previously and in the right sequence.
- Well chaired Strategic Co-ordination Group.
- Very organised Tactical.
- Good multi-agency training experience.

Lessons Identified

- The need for a much better electronic message handling system (used to facilitate auditing of communications post exercise) – This has been raised at the last 3 Short Sermon Exercises at HMNB Clyde.
- Some internal training issues identified.
- The importance of progressing recovery planning.

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SCOTTISH GOVERNMENT

Aims and objectives

- To demonstrate the Scottish Government Liaison Officer (SGLO) function in a major incident.

Participation

- SGLO – attended and contributed to Strategic Meetings.
- Deputy SGLOs – attended and contributed to Tactical Meetings.
- Both the SGLO and Deputy SGLOs established and maintained close links with the Scottish Government via the Scottish Government Resilience Room (SGoRR) which was activated upon receiving notification of the emergency.

Good Points

- Being physically present at the Strategic and Tactical level meetings — so that information could be quickly gathered and checked/questioned (whether during or between meetings).
- Making connections and working with partners (one of the many benefits of multi-agency exercising).
- Being a clear liaison link between the Strategic/Tactical response teams and the Scottish Government.

Lessons Identified

- The importance of scientific and technical advice being clear, co-ordinated, consistent and timely (noting the difficulties of doing this in a fast-moving emergency where risk levels and acceptability of risk levels are not clear).
- The need for SGLOs to have and be familiar with the IT and communication systems that links them to the Scottish Government.
- The value of having Deputy SGLOs as well as a SGLO.

Other points

- In addition, the exercise was used as a training opportunity for the Scottish Government Resilience Room (SGoRR) Support Team. Having the opportunity to do this outside the boundaries of assessment was a valuable experience.
- Good points as well as internal lessons have been identified. As this element was not part of the main exercise, these lessons have not been included in this feedback report.

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OFFICE FOR NUCLEAR REGULATION (ONR)

Participation

- Principal Inspector and Health Physicist at the Clyde Off-Site Centre (COSC).

Good Points

- The Scientific and Technical Advisory Cell (STAC), Gold and Tactical Meetings worked well. The Chairs were aware of the terms of reference of the committees, the meeting was inclusive and the minutes were issued promptly.
- There was a good link between the STAC and the Tactical meeting regarding decisions made at STAC and taken to Tactical for their consideration e.g. advice to remain in shelter pending a decision from HPA on monitoring levels.
- A battle rhythm was established for key meetings.
- The MCA took on the role of "Gold" until the Police Gold Commander arrived at the COSC.

Lessons Identified

- There were no maps which would have aided understanding of the countermeasure zone and the area affected by the plume.
- The operator was not represented at the STAC until the final meeting.
- There were few copies of the off site plan available in the COSC.
- Board management and information recorded on the board was not effective.

Topics for future attention / development

- Urgent need for "FETL" type maps in the COSC with sectors marked to aid understanding.
- Training for Board Managers.
- The establishment of a battle rhythm for meetings was very helpful but did not allow time between meetings for discussion between representatives from organisations.
- Consider the use of the MCA as "Gold" pending the arrival of the Police Gold Commander for future exercises.

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STRATHCLYDE POLICE

Aims and objectives

- Demonstrate the awareness of key personnel for their expected roles and responsibilities in response to a nuclear emergency response being declared with a view to enhancing the future capability for Strathclyde Police to respond to a major incident.
- Demonstrate initial notification procedures and resourcing of COSC.
- Demonstrate officer's familiarity with the updated off site emergency plan and the new notification procedures.
- Demonstrate initial response to the emergency declared.
- Demonstrate internal and external communications.
- Demonstrate effective and timely co-ordination of emergency response.

Participation

- Various staff participated at locations including Strategic and Tactical, including: Police Gold Commander, Police Cell, Media Cell, Emergency Procedure Advisors, Tactical Minute Takers, Staff Officers, Loggist, and Telephonists.

Good Points

- Ample planning meetings and information passed to allow suitable time to organise. Police resources and participation.
- Great support and understanding from the MOD planning team.
- Great understanding from partner agencies in relation to the Police media response.
- Good communication between cells and ample resources.

Lessons Identified

The importance of ensuring that training internally within our organisation in relation to the COSC is kept up to date, and a reasonable pool of resources remain knowledgeable in the procedures and processes if the COSC is stood up.

The messaging system appeared overly complicated and partners were unsure how the system worked.

The boards were not updated with accurate and current information.

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STRATHCLYDE FIRE AND RESCUE SERVICE

Aims and objectives

- To demonstrate and confirm the awareness of key personnel within their roles and responsibilities with a view to enhancing the future capability for Strathclyde Fire & Rescue Service (SFR) to respond to major incidents.
- Demonstrate the initial notification procedures and resourcing of the COSC.
- To demonstrate co-ordination of the Off-site response to an incident with HMNB Clyde.
- To exercise SFR media response to incidents of this nature.
- To exercise SFR Command & Control Centre in working with COSC during a major incident.

Participation

- To provide additional realism in the exercise and to reflect the likely protracted nature of any nuclear emergency at the HMNB Clyde two groups of attending staff were utilised to ensure a formal brief and handover was included in the exercise play.
- The following roles were fulfilled by SFR personnel in the exercise:
 - Gold Commander, COSC
 - Deputy Gold Commander, COSC
 - Group Commander, COSC
 - Group Commander, COSC
 - Loggist, COSC
 - Media Liaison, COSC
 - First Call Officer, HMNB Clyde
 - Command support staff, SFR Operations Support Room

Good Points

- SFR had personnel who were well prepared for the roles that they were to play in this exercise.
- The Gold meetings were conducted in a very professional fashion where information was requested and could be delivered to feed into the overall situation, situational updates were clear as were requirements from SFR.
- The communications/ interactions between partners were very good. There appeared to be a flow of information between partners that assisted in the resolution of the fire service elements of the emergency.
- Information prior to exercise and pre exercise training was invaluable to ensure appropriate knowledge and understanding.
- Observation of other agency working and decision making protocols.
- Briefing from MOD staff – Clear and concise.
- Immediate access to other emergency partners.
- Sufficient planning meetings prior to the exercise date.
- Good use of intercom system.
- Good facilities within the COSC.

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- Good array of agency participation.

SFR Operations Support Centre:

- From our remote location it was evident that the various agencies involved set up positive lines of communication relatively early in the exercise.
- Incident Support Room was stood up for exercise Short Sermon this year with Flexi Officers carrying out pre-defined roles in this regard. This was a positive step in that all activity pertaining to the exercise was confined to the Incident Support Room with no impact on business as usual within Operations Control.

Lessons Identified

Staffing:

- At times during the exercise there appeared to be capacity issues for some working within the SFR cell due to volume of work
- Additional Hazardous Materials Environmental protection Officers were required from SFR to tie in with the STAC.
- Meeting Structure - Times of meetings were at times advised only for the times to change for no apparent operational scenario reasons. Changes should only take place due to operational necessity thus ensuring sufficient time for task completion.
- The initial 'Silver' meetings were too close to the Gold meetings. This meant that there was limited opportunity for appropriate briefings prior to attendance at Gold. This was however identified and rectified early on in the process.

Communications:

- Breakdown of accurate information from inter agency communications to control extended areas of operational activity.
- Importance of liaising with partner agencies involved.
- Identifying a clear plan of attack.
- Need for joint working at large incidents.
- Messaging system (log and audit of multi agency liaison), there should be no face to face without being logged on sheets.
- For future exercises the communication model adopted during the Olympic Games at Hampden may be considered.

COSC Room Layout:

- The facilities were not ideally laid out e.g. announcements to the whole exercise were made via a public address system based in the SFR cell, this was not ideal; the Gold meeting room was a little too small to allow a loggist to attend the meetings with the SFR Gold Commander.
- The facilities within the cell were basic in terms of whiteboards, maps and other crucial resources. Additional pre annotated whiteboards similar in design as on SFR command vehicles required to assist with information recording (SFR Issue to be resolve locally with COSC representatives).

Other Accommodation:

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- Size of area required to accommodate all parties involved (Room used at HMNB Clyde was too small).

Media:

- Media sub group didn't seem to meet until a few weeks prior to the exercise.
- Media has to be more structured nobody had any idea who was heading the cell up and what direction we were going with inputs or outputs.
- Assigned roles within media cell not having trained organisations media officers answering phones. Staff could be brought in specifically for that task.
- Frequent updates from media cell to all organisations are required and this was not carried out.

Supporting Materials:

- More tabards needed for SFR to be available in the COSC.

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MOD STAFF OFFICER NUCLEAR ACCIDENT RESPONSE TRAINING (SONART)

Planning process

- The planning process commenced nearly 12 months before the exercise in line with good practice timescales for a Level 3 exercise. Unfortunately the planning process stalled a number of times due to personnel in some agencies being unavailable for periods with no nominated substitute. This was particularly the case for the media aspects planning process. For future exercises there needs to be a nominated lead for the media aspects of exercise planning.

Lessons Identified

- Agencies involved in the planning process should nominate substitute personnel to minimise disruption to the planning process in the event of the primary contact being unavailable for a protracted period.
- Aims, objectives and success criteria are vital to the success of an exercise and must be clearly considered defined and achievable. They should be discussed and agreed no later than Planning Meeting 2 for future exercises to enable the exercise planning assumptions and scenarios to be completed and remain unchanged as far as practicable.

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METROLOGICAL OFFICE

Aims and objectives

- To demonstrate the Procedures and Communications in the event of a release of Radioactive Material (PACRAM) procedure and to run the Met Office NAME dispersion model, loading the input on to the Radioactive Incident Monitoring Network (RIMNET) system within one hour.
- To demonstrate the response of the Operations Centre at Exeter to a nuclear emergency alert at HM Naval Base Clyde.
- To demonstrate the response of the Met Office Civil Contingencies Advisors in Scotland to a nuclear alert.

Participation

- The duty forecaster at the Met Office's 24/7 Emergency Monitoring and Response Centre (EMARC) in HQ, Exeter provided PACRAM Area at Risk forecasts when requested.
- One of the Met Office Civil Contingency Advisors in Scotland provided advice to STAC and the Tactical Co-ordinating Group at the Clyde Off-site Centre in Rhu.
- The Senior Met Office Civil Contingency Advisor in Scotland attended the COSC, Rhu as an observer.

Good Points

- In general we achieved our aims for the exercise. As is often the case with such exercise, since predetermined wind directions were used, it was impossible to exercise the Met Office response fully. However, all requests to our Operations Centre for PACRAM and NAME information were met within the required timescales and the Civil Contingencies Advisor provided advice to STAC and to the Tactical Co-ordinating Group.
- We felt that the Tactical Co-ordinating Group was well run and very focussed on the issues.
- The Met Office Advisor attending the exercise had access to a web-based version of RIMNET on which the NAME plume data could be displayed. This was a very useful development (recommended after the last Short Sermon exercise in 2010).

Lessons Identified

- There was some erroneous weather information circulated at one point during the exercise. It may have been that "real" weather was inadvertently input instead of "scenario" weather but we need to ensure that all responding agencies are fully briefed on all aspects of the weather (actual and forecast) to mitigate against the possibility of any confusion.
- Despite best efforts, there was occasional overlapping of STAC and Tactical Group meetings which necessitated our observer stepping in to provide information to one or other of the groups. We need to review how we might best distribute/use our limited resources to best effect in meeting the requirements of all sub-groups involved in the response.

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HEALTH PROTECTION AGENCY (HPA) - CENTRE FOR RADIATION, CHEMICAL AND ENVIRONMENTAL HAZARDS (CRCE)

Aims and objectives

- Within the context of the HMNB Clyde off-site nuclear emergency plan, provide expert independent advice on the radiological impact on public health and subsequent public protection countermeasures.
- Deploy a team to the COSC to provide expert advice.
- Coordinate monitoring resources of the HPA and that made available to the HPA by other organisations.
- To effectively use the Nuclear Emergency Response Information Management System (NERIMS) at the HPA Chilton Emergency Operations Centre.
- Consider the Health & Safety implications of the response for HPA staff.

Participation

- 7 HPA CRCE staff participated in the exercise: 3 staff at the Clyde Off-Site COSC and 4 staff at the HPA CRCE Emergency Operations Centre.

Good Points

- There was good interaction between HPA and other organisations at COSC, with a lot of useful discussion. In particular, Site Health Physics were very proactive and on several occasions came to give us information as it was being put on NERIMS.
- MOD planning meetings were held at an appropriate frequency to ensure that participating organisations had sufficient opportunity to engage in the planning process.
- MOD shared sufficient data in the planning process to allow HPA to simulate radiological monitoring activities.

Lessons Identified

- Better timing of meetings is required so that STAC in particular does not overlap with Strategic and/or Tactical, and there is time between meetings for participants to brief and consult with their colleagues.
- Chairing of STAC needs further development along with an agenda which is more aligned with the needs of the SCG for advice.
- A greater appreciation for the likely real duration of a move from emergency phase to recovery phase is required. Especially in the context of the amount of monitoring data required to make evidence based decisions on the removal of urgent countermeasures.

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DEFENCE SCIENCE AND TECHNOLOGY LABORATORIES (DSTL)

Aims and objectives

- Integrate Dstl support and participate during the exercise to demonstrate the specialist follow on force capability that Dstl provide to the HMNB Clyde emergency response plans.
- Enhance Dstl understanding of its support role to the HMNB Clyde emergency response plans to enable effective support in the future.
- Outside the boundaries of the assessment utilise the exercise as a training opportunity for responders, by sending a small number of observers.

Participation

- Dstl had 3 participants, 1 at STAC, 1 at the IC Cell and 1 at MOD, London.

Good Points

- Good cooperation between Clyde and Dstl Health Physicists: The Health Physicists from the Clyde and Dstl worked well together, particularly at the STAC. Good briefs were provided at handover, which enabled the Dstl HP to take over with little discernable gap in support. State boards were also well used.

Lessons Identified

- Ministerial submissions and statements PR: There were a few instances where the use of particular words in press statements, ministerial submissions/statements could potentially have caused confusion.
- NERIMS: Generally it was felt that NERIMS was under-utilised. Causes for this seemed to be attributed to two areas: as a result of slow input of data at STAC where the single POC was overwhelmed with data to input; and at MOD HQ where potentially useful information relating to the off-site management of the emergency was not populated.
- Arrival of follow-on forces: Dstl provide the follow-on support to Clyde. While this was demonstrated well at the STAC, the Dstl player at the IC Cell was quickly absorbed into the play as soon as he arrived at the beginning of the exercise, preventing a meaningful test of the transition from one HP to another.
- Recovery Working Group: The Recovery Working Group highlighted the importance of different agencies reconciling alternative options for recovery. On this occasion it was felt that Dstl staff did not benefit significantly from their participation in the Recovery Working Group however it is noted that it was of benefit to other organisations and individuals.

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SCOTTISH AMBULANCE SERVICE

Aims and objectives

- To demonstrate the Scottish Ambulance Service and Special Operations Response Team response to a potential off site radiological incident.
- To provide effective and informative communication links between partner agencies.
- To demonstrate the awareness of Scottish Ambulance Service key personnel within their roles and responsibilities on site and within the COSC.
- To promote good liaison, commonality and procedure understanding in relation to a multi agency response.
- To provide a safe learning environment through simulation with a view to enhancing the future capability for Scottish Ambulance Service to respond to major incidents.
- To demonstrate safely the procedures of receiving possible contaminated casualties between the Site Medical Centre and the Scottish Ambulance Service.
- To make good and effective use of professional and technical advice available from partner agencies.
- To ensure accurate and precise communication flow between Operational, Incident Control, Tactical & Strategic commands.

Participation

The following roles were fulfilled by Scottish Ambulance Service personnel in the exercise:

- Head of Service – Local Strategic (Gold)
- Area Service Manager – Tactical (Silver)
- Ambulance Control Manager – Control
- 1 x Despatcher
- 2 x Paramedic Team Leaders – Observers
- West of Scotland Special Operations Response Team – Operational response

Good Points

- Multi-agency cooperation in COSC was excellent.
- Exercise was well organised.
- COSC is an excellent venue.

Lessons Identified

- There requires to be a Scottish Ambulance Service Exercise Umpire within the Faslane site to facilitate when “Safeguard” incidents occur as well as oversee Scottish Ambulance Service access and response within the main site.

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NHS HIGHLAND

Aims and objectives

- To demonstrate NHS Highland's response to a radiation emergency as detailed in the HMNB Clyde Off Site Emergency Plan.
- To demonstrate the awareness of key personnel of their expected roles and responsibilities in response to a nuclear emergency being declared at HMNB Clyde.
- To activate the Emergency Response Plan and subsequent NHS Highland response, including initial liaison with NHS Greater Glasgow & Clyde, subsequent handover of responsibilities, and mutual aid arrangements.
- To participate in multi-agency meetings at Tactical and Strategic level, including the provision of a STAC Chair.
- To demonstrate arrangements for the distribution of Potassium Iodate Tablets.
- To make effective and efficient use of IT facilities within the COSC, and communications with NHS Highland Board, Inverness and other agencies.
- To assess the requirement for a Radiation Protection Advisor from NHS Highland at the COSC.

Participation

The following roles were fulfilled by NHS Highland personnel in the exercise:

- Public Health Specialist, Health Cell
- Locality Manager, Health Cell
- Clinical Services Manager, Health Cell
- General Practitioner, Health Cell
- GP General Practitioner, Health Cell
- Admin Support, Health Cell
- Admin Support Clinical Governance, Health Cell
- Consultant in Public Health Medicine, STAC Chair & Gold
- Consultant in Public Health Medicine, Tactical Group & STAC
- Emergency Planning Officer, Health Cell
- Nurse Consultant Health Protection, Health Cell & STAC
- Public Health Specialist, Health Cell
- Radiation Protection Advisor, Health Cell & STAC
- Consultant in Pharmaceutical Public Health, Health Cell

The following roles were fulfilled by NHS Greater Glasgow & Clyde personnel in the exercise:

- Consultant in Public Health Medicine
- Consultant in Public Health Medicine
- Health Protection Nurse Specialist
- Communications support
- Clinical Physicist
- General Support

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Good Points

- Chance to get familiar with and use the COSC facility.
- Practical experience of individual roles and appreciation of other individuals/organisations roles and responsibilities.
- Opportunity to develop team work, both NHS and with other agencies.
- Opportunity to participate in STAC.
- Battle rhythm of STAC, TCG and SCG meetings.

Lessons Identified

- Better co-ordination and circulation of monitoring data to STAC required.
- Training in use of NERIMS system required.
- Provision of more maps to STAC, Tactical and Strategic groups, incorporating monitoring data.
- Open location of STAC meeting area was not ideal – noisy and too long and narrow for meetings.
- Message system did not perform effectively, e.g. no reply to messages sent to other agencies.
- Recovery phase of exercise was very worthwhile but requires more time/second or alternative day.

Comment

Overall, the exercise was very well received and those attending appreciated the opportunity to participate in the exercise of the Emergency Plan, and felt the aims and objectives had been achieved.

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FOOD STANDARDS AGENCY (FSA)

Aims and objectives

- To test incident response procedures in relation to a radiological emergency at HMNB CLYDE in Scotland, specifically:
- To test FSA Notification arrangements.
- To test the effectiveness of the FSA team at the COSC and the communication links between the FSA's Emergency Room, the COSC, and the SGoRR.
- To test FSA communications with other government departments, agencies and Organisations at local and national level, as required.
- To test FSA media briefing arrangements, including the issue of information in the early stages of response and the participation of an FSA Scientist and Press Officer in MBC.
- To test FSAS provision of advice to Scottish Ministers, as appropriate.
- To provide FSA input to STAC (as required) and input to handling of food waste issues if appropriate.
- To identify any shortfalls in those parts of the FSA system that are tested on this occasion.
- To test FSA's provision of information to the public
- To test the effectiveness of defining, implementing and communicating food restrictions.

Participation

- Incidents, Science and Communications personnel at FSA COSC Cell, attending STAC, Tactical & Recovery Working Group meetings.
- Emergency planner at SIMCELL.

Good Points

- The exercise provided a good opportunity to test our internal incidents procedures and test the interactions between FSA and Local Authorities, SEPA, Scottish Government and the Met Office.
- Meetings attended by FSA staff were well chaired.

Lessons Identified

- A robust system for capturing updates to Exercise Notification contact details is required.
- While understanding the need to restrict attendance at GOLD meetings, a mechanism to invite appropriate teams to attend, if subject matters pertaining to their area of expertise are to be discussed, is required.
- The routes for Communications and Press Releases still need to be clarified.
- It was hoped that the introduction of broadband access at the COSC would improve the ability to communicate in a more timely fashion but on the day, the team were unable to connect. It may be useful to have an IT technician on hand for future exercises to address any problems.

NOT PROTECTIVELY MARKED

EXERCISE SHORT SERMON 12 (HMNB CLYDE, ARGYLL & BUTE) - ALL AGENCY REPORT

HMS GANNET

Aims and objectives

- Receive a callout with correct information.

Good Points

- A callout was received from Navy Command with all relevant information and this was promulgated within the squadron.

Lessons Identified

- Nil.