

Exercise Planning Team



POST EXERCISE REPORT

Exercise Solar Victory New Salesman Exercise

1st -2nd October 2008



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Foreword

The Ministry of Defence Police was successful in its application to the Office for Security and Counter Terrorism (OSCT) Home Office, to host a bespoke New Salesman Exercise in October 2008, held at a venue within the South Yorkshire Police area. The exercise was based on a scenario relating to a terrorist attack against a Nuclear Weapon Convoy which was travelling through that police area.

The Exercise Director ACC John P Bligh, set the following exercise aim, to:

“Exercise the role, inter-operability and co-operation of the lead stakeholders in the event of a terrorist incident in the South Yorkshire area in accordance with both MOD and Home Office CT Policy”.

In addition to the objectives, this post exercise debrief report consolidates the outcomes from Solar Victory which have been summarised within.

I wish to record my thanks to all those who participated as exercise ‘players’, those who attended as guest speakers, invited guests, the facilitator and exercise support staff for the event, all of whom contributed towards making Solar Victory a successfully received exercise.

XXXXXXXXXXXX
Inspector
Exercise Planning Team

1. Introduction

The MDPGA had successfully completed three previous Nuclear related Home Office supported New Salesman exercises called, Yellow Sun (2005), Yellow Sun 2 (2006) and Valiant Sunrise (2007). They involved CT incident scenarios at significantly different locations within the United Kingdom, namely AWE Aldermaston, Reading and HMNB Clyde in Scotland. The first two exercises were hosted by Thames Valley Police with the latter exercise being hosted north of the border by Strathclyde Police.

2. Exercise Scope

The MDP Special Escort Group (SEG) are responsible for the **safe and secure** transportation of all Defence Nuclear Materials which includes Nuclear Weapons (NW) convoys and Special Nuclear Materials (SNM). The SEG are based at the Atomic Weapons Establishment (AWE) Aldermaston, Reading, Berkshire.

To maintain the UK Nuclear Deterrent, Nuclear Weapons are transported by road within the UK. The duties performed are classified and sensitive, requiring considerable discretion from all officers, which adds to the physical and mental challenges posed by the task. From an MDP perspective, the work involves close liaison with, Defence Equipment & Support (DE&S), Fleet Protection Group Royal Marines (FPGRM) and with the Atomic Weapons Establishment (AWE) Aldermaston.

The Special Escort Group's role is the Command & Control of the Close Escort (security) and traffic management throughout any convoy move. AWE personnel are responsible for the convoy safety and provide the trained drivers of the Truck Cargo Heavy Duty (TCHD) vehicles.

3. Information

Exercise Solar Victory was a bespoke Home Office, New Salesman counter terrorist table-top exercise designed for the benefit of a number of agencies and was held over two days:

- Day 1. Crisis Management. (1st October 2008)
- Day 2. Consequence Management. (2nd October 2008)

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The delegates for Day 1 comprised, in the main, of those agencies upon which the immediate reactive responses to a terrorist incident will fall i.e. Crisis Management. Particular attention was paid to; the preparation for, assessment of and reaction to such an incident and fostering a better awareness of each others' capabilities. The delegates were drawn mainly from the MOD Police, South Yorkshire Police, DE&S, AWE plc, Fleet Protection Group Royal Marines, the Government and media representatives (split into proportionate levels).

The delegates for Day 2 comprised, in the main, of those agencies for whom the aftermath of such an attack would become their responsibility i.e. Consequence Management. Particular attention was paid to; the preparation for, assessment of and reaction to such an incident and a clearer appreciation of its scale. The delegates were from: Emergency Planning Departments, Local Authorities, Emergency Services, Government, Media, Commerce and the Police (split into proportionate levels).

4. Objectives

- 1. To exercise Command & Control and co-ordination to identify the operational resources required to bring such an incident & consequence to a satisfactory conclusion in respect of Nuclear Weapon Convoys.*
- 2. To exercise the interfaces between the Central Governments Departments, MOD Police, Home Office/Scottish Police Forces, DE&S, Civil Agencies and the Military during a multi-agency response.*
- 3. To exercise & implement the consequence management roles of key stakeholders, in line with community impact assessments and to assess the capacity of Business Continuity Plans.*
- 4. To exercise the arrangements for "warning and informing" the public.*
- 5. To identify the issues arising from such an incident for Central Government Departments, Home Office/Scottish Police Forces and disseminate those aspects to all appropriate stakeholders and to allow any follow up action.*

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6. *To exercise and prepare within a New Salesman template for any planned 'live play' exercise.*

5. Exercise Scenario

The exercise scenario was run in a sequence of chronologically sequenced live events and set against the backdrop of a Nuclear Weapon Convoy (NWC) in October 2008.

The convoy was being protected by armed MOD Police officers from the Special Escort Group (SEG) and Royal Marines, and it had departed from the Atomic Weapons Establishment (AWE) at Burghfield. The convoy headed north with its intended destination being Coulpport in Scotland. Whilst en route, South Yorkshire Police responded to reports of a serious road traffic collision (RTC) that had happened on the northbound carriageway of the M1 near Sheffield.

The Nuclear Weapon Convoy continued along the M1, with the intention of taking an alternate route prior to reaching the RTC.

As the NWC passed an apparently broken down HGV on the hard shoulder, a vehicle borne explosive improvised device (VBEID) was detonated. The blast from the explosion damaged one of the convoy vehicles. A number of civilian vehicles were also caught up by the explosion.

The attack was perpetrated by five armed terrorists, one of whom had the opportunity to aim a shoulder mounted rocket propelled grenade (RPG) before being shot by returning fire. Only one terrorist survived and they were subsequently taken into custody.

6. Planning

Detailed planning for the exercise commenced in January 2008 in liaison with the OSCT Home Office, South Yorkshire Police and DE&S. A number of planning meetings were held based on three components:

- Strategic Planning Group - with the responsibility of setting the criteria for the exercise and the top down support. This group consisted of members from the SEG, DE&S, FPGRM, SYP,

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- Working Group – with the responsibility to implement the Strategic decisions and advise the EPT accordingly.
- Exercise Planning Team – held the responsibility to implement the exercise development, management and overarching logistical arrangements.

7. Exercise Facilitator

The Exercise Facilitator for this event was Chief Superintendent XXXXXXXXXXXX, MDPGA, who had previously facilitated the other Nuclear related New Salesman exercises, Yellow Sun 2 and Valiant Sunrise.

8. Speakers

The following speakers participated in the Exercise:

Day 1

- Phase 1 - T/Ch Inspector XXXXXXXXXXXXXXXXXXXX MDPGA.
- Phase 2 - Superintendent XXXXXXXXXXXX, South Yorkshire Police.
- Phase 3 - ACC XXXXXXXXXXXXXXXXXXXXXXXXXXXX South Yorkshire Police
- Phase 4 - XXXXXXXXXXXXX - Lincolnshire Police - Media Response
- Phase 5 - XXXXXXXXXXXXXXXXXXXX – OSCT Home Office

Day 2

- Phase 1 - Ch Supt XXXXXXXXXXXXX, Wiltshire Police
- Phase 2 - DCI XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX CTU & SIO
- Phase 3 - Cdr XXXXXXXXXXXXDE&S XXXXXXXXXXXXXXXXXXXX AWE plc
- Phase 4 - XXXXXXXXXXXXXXXXXXXNMOO DE&S & Inspector XXXXXMDPGA
- Phase 5 - Chief Constable Meredydd Hughes South Yorkshire Police

9. Debrief

The Aim of the debrief:

“To review the delivery & outcomes of New Salesman Exercise in the presence of key stakeholders and identify capability gaps / learning outcomes and to give them appropriate ownership”.

The Exercise debrief process was scheduled to be run in two phases. Two dates were set for a debrief involving identified planning group stakeholders on 29th October 2008 and a Strategic Debrief on 18th November 2008. The initial debrief ensured that all stakeholders had the opportunity to identify any actions resulting from the exercise. The strategic debrief reviewed the actions and agreed ownership and their responsibility to implement them. A total of 37 Strategic Serials were identified as a result of Exercise Solar Victory and are attached at annex 'A'. These are in addition to the 74 Strategic serial actions identified as a result of previous MDPGA led New Salesman exercises, Yellow Sun 2 and Valiant Sunrise.

10. Action Matrix

An Action Matrix format (example below) was used as a method to capture the learning outcomes of the exercise and has been endorsed by the Emergency Planning College Easingwold as good practice.

The debrief/post exercise process is made up of the following criteria to capture all the learning from a New Salesman exercise.

- Use of an Exercise loggist – to capture hard copy comments from exercise delegates and learning identified at exercise
- Analysis of feedback comments
- Analysis of feedback scores
- Production of statistical feedback information charts
- Production of feedback comments & learning
- Identification of learning and captured in a learning outcome action matrix:

ACTION MATRIX							
<p><i>AGENCY COLOUR CODE</i> MDPGA } SOUTH YORKSHIRE POLICE } DE&S } ROYAL MARINES FPG } <i>Ownership, amendments & additions</i> LOCAL AUTHORITY } MOD } ALL AGENCIES }</p>							
Serial	Issue	Action to be taken	Owner	Action Manager	Comment	Short / Medium or Long Term?	Review By Date & CONDITION
1							xx/xx/200x

This will include:

- Comments received in correspondence and emails
- Agreed time scale for Action ie is it short/medium/long term issue
- Agreed Review by date – using traffic light colour code system – (red not started – amber in progress – green complete)
- Identifies when matrix last updated and numerical version numbering.
- Built in précis version / tracker document
- Action matrix identifies Security caveat covered by document

In addition, a further debrief was conducted with the support staff in order to seek their feedback to enhance the process of continued improvement.

Ongoing joint stakeholder meetings continue where learning outcomes have joint ownership (ie DE&S, MDPGA, FPGRM, SEG Etc).

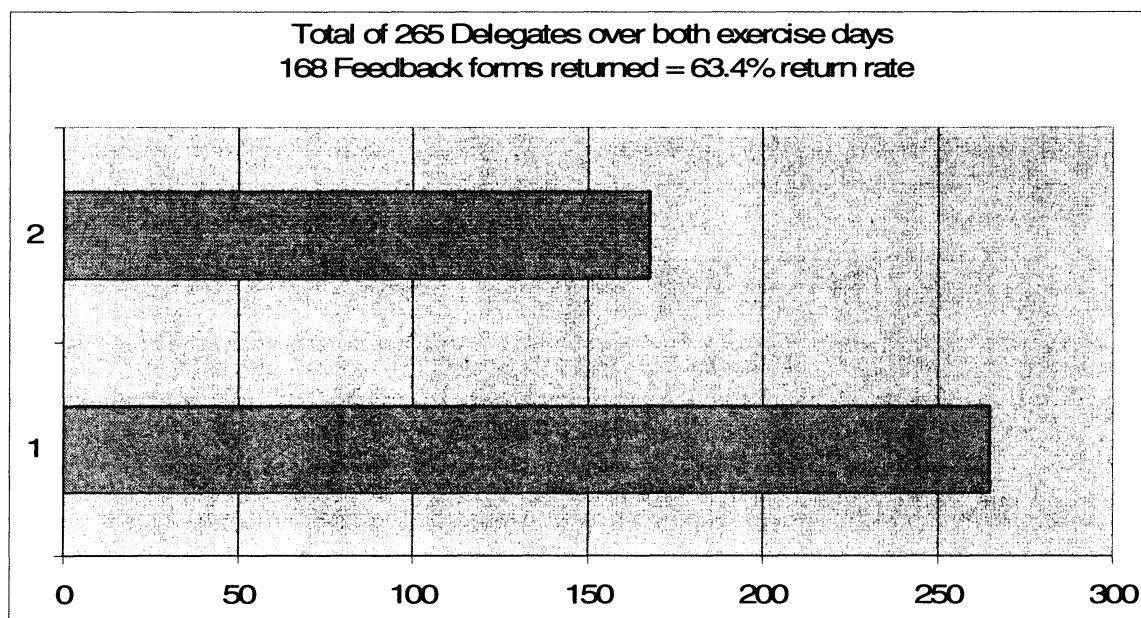
A 6 month review is scheduled (end April 09) to review all 37 Actions and their progress.

11. Feedback Survey

A total of 265 individual delegates attended over both exercise days. On both days the venue booked in 240 delegates per day (24 tables of 10) within the venue, making Solar Victory one of the UK's largest New Salesman CT Exercises.

An exercise feedback survey form was issued to all delegates, to provide them an opportunity to make any comments, highlight any learning outcomes and provide exercise presentational feedback.

From the graph see over (1). = 265 feedback forms issued with a return rate (2). of 168 were received representing a response percentage of 63.4%. This represented a positive return rate which provided meaningful feedback on the exercise and aided development of our future exercises.



A summary of their comments and relevant data is further evidenced below.