

## NEPLG TRAINING SUB GROUP MEETING – 15 APRIL 2008

**PRESENT:** Hugh Anderson NII (Chair)  
Winston Kobylka EPC  
Sandy Baptie ACPOS  
Martin Wilde HPA  
Rose Morris Magnox South  
Louise Driver BE  
Pauline Dodd Magnox North  
Chris Lloyd Springfield  
Louise Robson BERR

### Welcome and Introduction

The Chair welcomed members and updated the meeting on the point reached the last time i.e. it was agreed that MANERS was a suitable training course at one level, but that a “roadshow” should be developed and taken to Gold level participants where it is needed.

### Minutes of the last Meeting

Ian Dickinson to continue to work with EPC on the development of the masterclass with the aim of having a draft training programme by February and a deliverable product by 1 June '08. <b>Action: Ian and EPC</b>	See below
The sub group to meet when a draft training programme has been produced, and ideally in March '08. <b>Action: Louise</b>	Done – in mid April.
Hugh to consider how the regulatory approach might encourage the uptake of training. <b>Action: Hugh</b>	Hugh had considered this action and decided it was too early to use the “stick approach”.
Sub group members should send comments on the Training Needs Analysis to Keith by end October. Keith will then work with Winston to develop the document. <b>Action: All/Keith</b>	Rose reported that Keith had developed a questionnaire that had gone to Gloucs Police as part of a wider gap analysis

Sub Group members to ask locally what the likely uptake of the master class might be. <b>Action: All</b>	The Group would look again at this when a product was available.
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### Development of the Masterclass and Training Needs Analysis

Winston presented the paper on Leadership In Civil Nuclear Emergency Training Concept Prepared by Bob Ellett, EPC Staff and Ian Dickinson EPC Associate (see Annex 1 to these minutes). Rose then talked through the work that had been undertaken on gap analysis. The meeting agreed the following provisional timeframes for EPC to produce a training proposal:

Action	Timescale
Questionnaire to be sent to CEPOs by LGA rep, David Humphries	w/c 21 April
Questionnaire to be returned by CEPOs	end April
Ian Dickinson to carry out interviews after analysis of questionnaire returns	w/c 19 May
Ian to talk to EPC about the outcomes of the interviews and handover the work to EPC	end May
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EPC to produce draft training programme	w/c 16 June
Training Sub Group to meet to discuss proposal	23 June
Final draft to be circulated to sub group	w/c 30 June
Final draft training programme to be presented to NEPLG	17 July

### Any Other Business

In response to concern about the next scheduled MANERS course for England and Wales being 13-15 December, Winston asked for names of people waiting

for that training course to be sent directly to him and agreed to look at an earlier date. **Action: All**

HPA reminded the Group that training was available from them upon request.

Louise agreed to confirm whether we have been informed of an ACPO rep for NEPLG. **Action: Louise Robson**

Louise agreed to circulate NuSAC's RG4 paper on public information and emergency response when it becomes an open paper. **Action: Louise Robson**

### **Date of Next Meeting**

A provisional date of 23 June was agreed by the Group, possibly holding the meeting at EPC.

Louise Robson  
BERR  
15 April 2008

## LEADERSHIP IN CIVIL NUCLEAR EMERGENCY

### TRAINING CONCEPT

Prepared by :  
Bob Ellett – EPC Staff  
Ian Dickinson EPC Associate

29<sup>th</sup> December 2007

#### **1. INTRODUCTION**

Training for Civil nuclear emergency associated with the fixed site installations in UK is provided by the Emergency Planning College through the ‘MANNERS’ course on behalf of the national body responsible for such matters – the Nuclear Emergency Planning Liaison Group (NEPLG).

This paper concerns an identified need to extend and improve that training to make it suitable for and attractive to senior (strategic) managers/leaders who are responsible for managing the off site elements of civil nuclear emergency.

#### **2. DOCTRINE AND BUSINESS PROCESS**

All civil nuclear installations in UK are regulated by powers contained in the Nuclear Installations Act 1965. Regulations are administered and enforced by the Health and Safety Executive through the ‘Nuclear Directorate’ (known as ‘The Regulator’).

The Act and Regulations issued under the Act require that all civil nuclear installations require a nuclear site license. Attached to the license are conditions for operation of the site. There are a number of standard conditions which are part of every civil nuclear installation site license.

License Condition 11 requires that an emergency plan is in place which contains the operator’s emergency planning arrangements. Rehearsal by the operator of the arrangements is also a requirement of the Site License and compliance in this respect for the major sites is demonstrated through local on-site, off-site and national emergency exercises.

The requirements for the preparation and testing of off-site emergency plans are also covered by the Radiation Emergency Preparedness and Public Information Regulations 2001 (REPPIR) which are similarly regulated by the Health and Safety Executive.

REPPIR requires off-site plans to be produced by the Local Authority in consultation with emergency responders for those sites where a radiation emergency is considered to be reasonably foreseeable.

The operational 'Doctrine' and 'Business Process' for the management of any nuclear emergency (both on and off site) exists in detail.

An essential element of the preparation, testing and demonstration of quality of the emergency plans (under both Regulations) is training. This paper concerns training in the off site management of nuclear emergency.

### **3. TRAINING NEED**

The training of senior members of staff in all primary organisations involved has been delivered in the UK through the development of the MANNERS Course provided by the Emergency Planning College (EPC). This is a valuable course highly graded by participants.

However, strong and unequivocal observation has been made through the Nuclear Emergency Planning Liaison Group (NEPLG) that while the MANNERS course provides a very valuable basis of training for planners and middle managers it has consistently failed to attract senior or strategic managers who lead the Off Site emergency. In consequence, throughout the UK the strategic managers are found to be lacking the necessary knowledge, skills and understanding required to manage civil nuclear emergency. This position is strongly supported by the Site Operators, the HSE Regulators, Local Authorities, HPA and Emergency Responders.

### **4. REQUIREMENT**

The Chief civil nuclear regulator (appointed by HSE as part of the Nuclear Inspectorate) has indicated that the current arrangements described are inadequate and that role specific training for the most senior staff is required. This was discussed at the NEPLG meeting in July and November 2007 and a proposal to develop a new "senior MANNERS" agreed.

Because of the 'brand value' offered by the Emergency Planning College and the importance placed on the provision of such training inside the public service rather than by commercial providers, the proposal is presented to the Emergency Planning College for consideration. If the EPC are unable to support provision then the proposal will be developed through NEPLG and alternative providers.

The target audience has not been attracted to the existing MANNERS course. The requirement agreed by the NEPLG includes:

- Short period away from main role (time is an equally valuable commodity to senior managers as finance)
- Course timing allows office based activity before and after the course
- No additional travel time to a venue. No overnight stays
- Intensive and effective learning environment
- Transferable skills and understanding (not just situation specific knowledge learning)
- Closely scripted and/or facilitated to focus on specific, relevant, learning outcomes
- Delivery from staff with high perceived validity
- Excellent cost/benefit from investment - High quality, intensive product with demonstrable outcomes

The 'requirement' is therefore for a one day course delivered locally inside the Off Site Centre. Initially one per licensed site and thereafter a further course in the period three months prior to a significant off site exercise.

## **5. TRAINING CONCEPT**

The course will be six hours intensive training beginning at 10.00hrs and concluding 16.00hrs with no formalised breaks other than three fifteen minute pauses for welfare and to collect food/drink which will be integrated with group discussion. Time pressure will be used to simulate crisis management stress.

The day will take the form of a six week period compressed into six hours comprising three 'chapters' of a time line (not of equal length):

- Preparation and planning
- Emergency management
- Recovery management

Participants will role play their own agencies in one or two Strategic Coordinating Groups working through an exercise scenario at strategic level from 'normality' to an

emerging emergency and planning for recovery. The focus on group tasks in very tight timeframe will be integrated with a mixture of directed Power Point instruction, facilitated (but strongly directed) discussion, structured explanation and a single visiting speaker. A variety of delivery mechanisms will be available to maintain attention.

At four points video taped twenty minute presentations will be introduced from key players:

- The Role of the HSE Regulator
- The Role of the Government Technical Advisor
- Understanding Radiation and its effects
- The unique Food Standards Agency position

There will be a single visiting speaker – a Local Authority Emergency Planning Officer from the area of the exercise who will deliver two fifteen minute presentations to a fixed format:

- The structure and organisation of the Off Site Centre in which the training takes place (essential for familiarisation prior to an emergency)
- The detail of the Emergency Plan for the area of the facility concerned.

All remaining facilitation, information or discussion will be delivered by the course staff. The approach will be fast moving intense learning.

While the majority of elements will ‘flow’ through the six hour (six week) period and naturally fall into particular time slots the programme and facilitation will be highly flexible and deliberately allow particular elements to be introduced as the emerging discussion or group decisions indicate rather than being artificially timetabled. For this reason only one ‘visiting speaker’ is provided in order to remove time schedule needs..

## **Learning Outcomes**

Playing a strategic role in the Off Site Centre as a key player in the Strategic Coordination (Gold) Group is outside the experience of most managers. The emergency management phase in particular requires managers to significantly change the way in which they are used to behaving and develop new skills and understanding. There are three areas in which the highly skilled senior manager will benefit from focused and intensive crisis management training:

### ***Knowledge objectives***

- System of Emergency Planning in UK civil nuclear emergency
- Structure of the standing emergency arrangements (UK & Local)
- How the essential information management network operates
- Decision-making mechanisms and responsibility as both leader of individual agency team and member of the Strategic Coordination Group
- Familiarity with the local Off Site Facility
- Essential elements of recovery planning

### ***Understanding objectives***

- How elements of structure, information and decision making work together – partly knowledge based but requiring an intuitive understanding of unformalised interactions
- Why police take ‘Gold’ lead in crisis and when/how to manage the transfer to Local Authority lead in recovery.
- Public (community) behaviours in an emergency and how to influence them – and why
- How active, deliberate media and communications management achieves influence in public behaviour and decision making of agencies
- Changing individual risk management mechanisms, behaviours and priorities

### ***Skills objectives***

- Recognition and management of personal ability and response to exceptional stress
- Rising to the demands of personal leadership in crisis
- Improving ability to address decision making in crisis
- Accepting personal responsibility in crisis management
- Team building and maintenance under pressure

### **Delivery**

Mr Ian Dickinson QPM is shortly to retire as an Assistant Chief Constable in Edinburgh. He is an experienced Gold Commander having led the Scottish response to the most recent terrorist incidents and many major events, incidents and civil emergencies in the Lothian and Borders Area. He was Gold Commander for Edinburgh during G8.

He leads the Scottish police in civil nuclear emergency and CBRN planning matters. He is a Gold Commander at Torness nuclear power station of long standing and has contributed to both CBRN2 and MANNERS courses at the EPC for five years. He is also Course Director for strategic and tactical police public order command courses at both the NPIA and Scottish Police College. He has excellent working knowledge of the full detail of the course material required. He is a highly regarded member of NEPLG and is known to the nuclear industry, the HSE Regulator and most of the police forces /agencies involved. His CV is available.

This proposal has been prepared between Mr Dickinson and Bob Elliott, EPC. It is proposed that Mr Dickinson works with a member of EPC staff to design the course over the next four months. The EPC would then market and administer the scheduling of the courses. The course would be delivered by Mr Dickinson.

Delivery would cover three days:

- Day one        Travel and preparation at venue
- Day two        Course delivery
- Day three      Immediate hot debrief by telephone or in person with each participant organisation, feedback analysis and travel.

### **Quality Assurance/Evaluation**

The course would be quality assured by:

- Post course debrief & assessment by participants
  - Debrief using the ‘Structured Debrief approach
  - Personal telephone contact by course facilitator immediately after the course
- EPC Training Evaluation
- HSE Regulator approval

## **6. SUMMARY**

The essential elements of this proposal are to supplement the existing MANNERS course provided by the Emergency Planning College with a one day course for senior strategic managers with a personal role in the management of off site civil nuclear emergency. The course would satisfy the requirements of the Site License and REPPIR and be presented as:

- High impact - high quality
- Low cost – high value
- Minimal time impact for staff
- Replicated all sites but local context
- Delivered in Off Site Centre to ensure familiarisation

The market potential of the course however depends a great deal on establishing early market confidence and perceived high value of investment. The course must be a quality product and be right the first time it is seen by the industry and the HSE Regulator.

Ian Dickinson