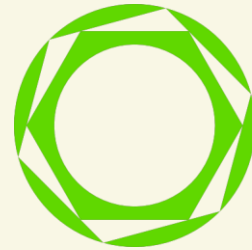


# Developing a Comprehensive Security Exercise Programme

Adam Shone

Security Manager Projects

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**NRS**  
Dounreay

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16/06/26

# Page title: Introduction - Me

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- Adam Shone
- Security Manager Projects at NRS Dounreay
- 20+ years in the Nuclear Industry
- Lead on the Security training and exercise space

# Page title: Introduction - My site

Dounreay Site Total area: 585,283.68 m<sup>2</sup> (6,299,941.06 ft<sup>2</sup>) - Perimeter:  
4.14 km (2.57 mi)

Geographically:  
Dounreay to Norway is 470 Miles  
Dounreay to London is 500 Miles



# Page title: Objectives

---

- What does Exercising look like at NRS Dounreay – 
- Exercise Philosophy
- Exercise Framework
- Setting Exercise Objectives
- Planning & Governance Role
- Designing Realism
- Real word example –  
The journey of 
- Lessons learned
- Questions



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01

**Exercise Philsophy**

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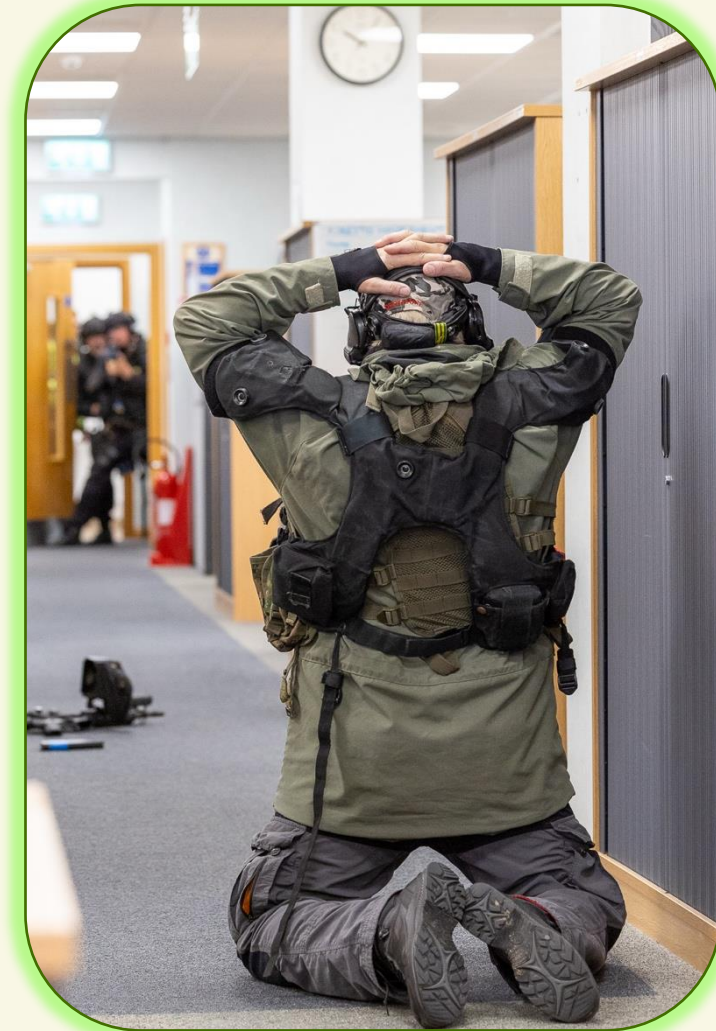
# Page title: Exercise Philsophy

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Exercises are not just for training:

- Should be designed to test readiness under stress
- Should validate assumptions in plans and procedures
- Should provide defensible evidence of capability or opportunities for growth
- Safe environment to test to failure.

## Train as you operate



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# 02

## Exercise Framework

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# Page title: Exercise Framework



REDE Exercises



TTX



Response Model Testing



Guard Force Training



Tier 1 Assurance Checklists



Licensing and Refresher compliance

Levels of Confidence

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03

**Exercise Objectives**

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# Page title: Exercise Objectives

What should your exercise Objectives link too?



Performance Improvement

Emerging Threats

Design Basis Threat

Operational Requirements

PPS

Validation

Efficiency or cost savings

Regulatory Requirements

Intelligence

Exercise Objectives Pot

# Page title: What should be tested?



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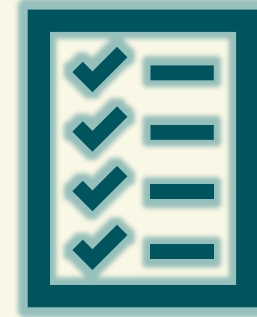
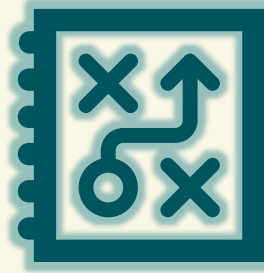
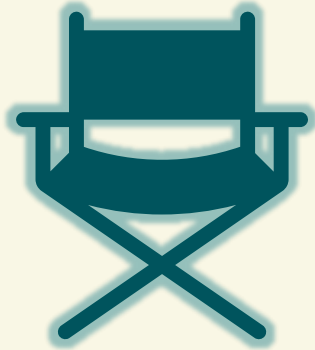
04

Planning and Governance

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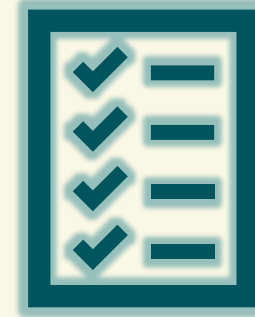
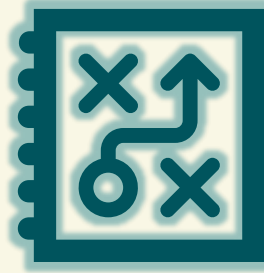
# Planning and Governance

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# Planning and Governance

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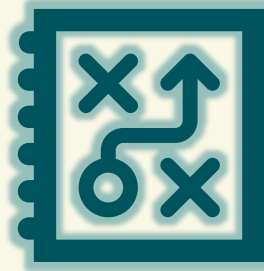
# Planning and Governance

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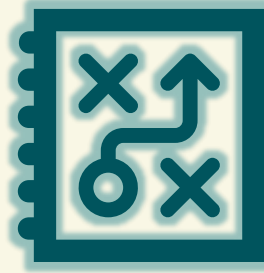
# Planning and Governance

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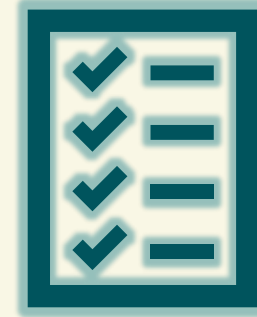
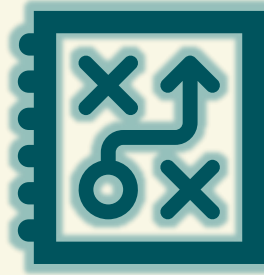
# Planning and Governance

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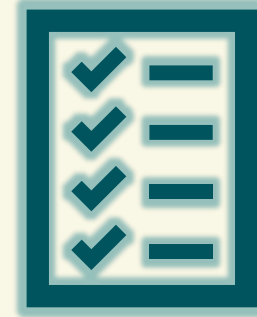
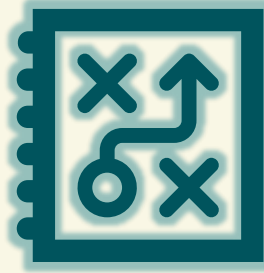
# Planning and Governance

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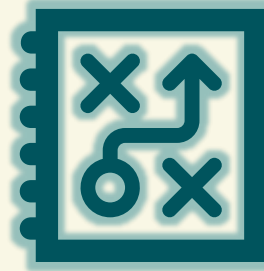
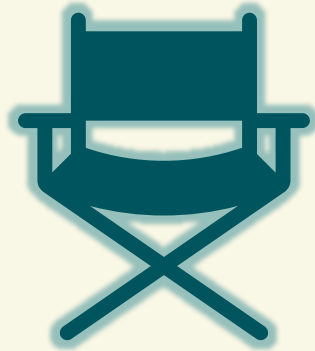
# Planning and Governance

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# Planning and Governance

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05

**Designing Realism**

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# Designing Realism

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**Realistic  
Response**

**No Notional**



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# Designing Realism

---



## Use of SAAB Laser Kit

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# Designing Realism

---



**The right  
sights, sounds  
and delays**

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# Designing Realism

---

## Casualty Realism



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# Page title: Integration

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Operations



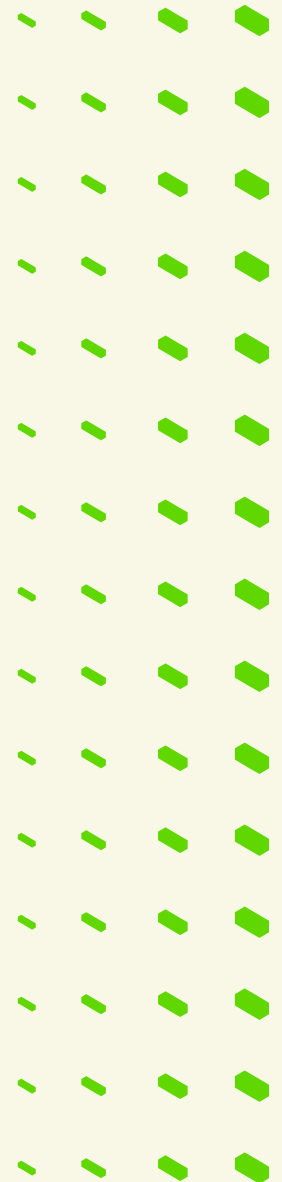
Control room  
staff



Management  
and Executives



External  
Agencies



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06

**Real World Examples**

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# Page title: Real world examples



As a lessons learnt it became clear there was a requirement for Security Alert to help mitigate impact of a Marauding Terrorist Attack (MTA)



# Page title: Real world examples



It was important to develop an Operational Requirement document and to plan the installation through a programmatic approach



# Page title: Real world examples



We then understand what the output of this change meant for our Emergency Response Personnel (ERP)

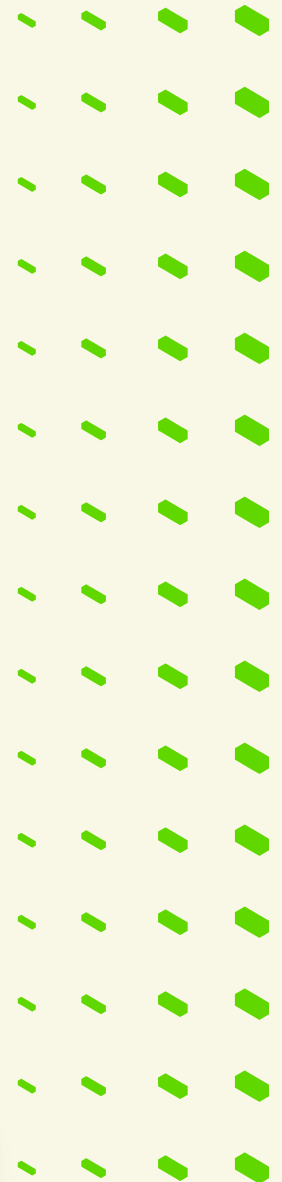
How do this help them?



# Page title: Real world examples



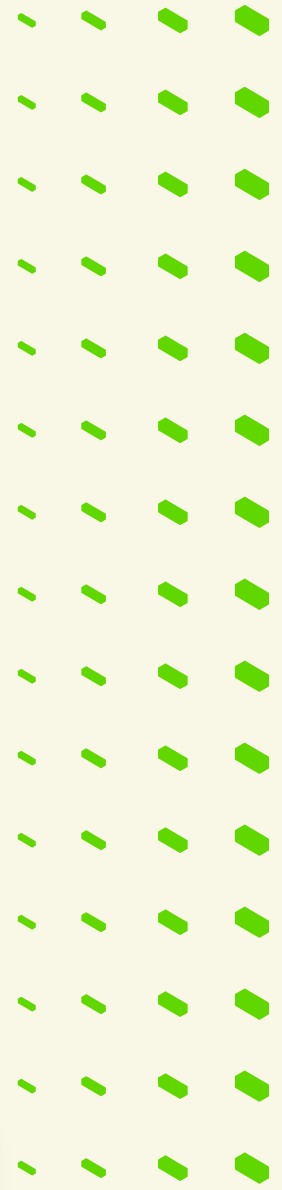
We had to develop a site training package on how to respond to the Security Alert



# Page title: Real world examples



Including RUN HIDE TELL  
Guidance



# Page title: Real world examples



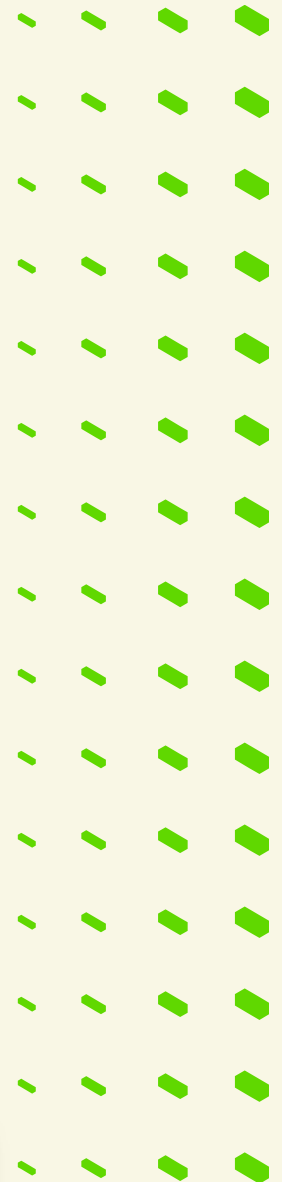
We then had to reassure ourselves that the message was received so ran modular tests within specific buildings to check the response



# Page title: Real world examples



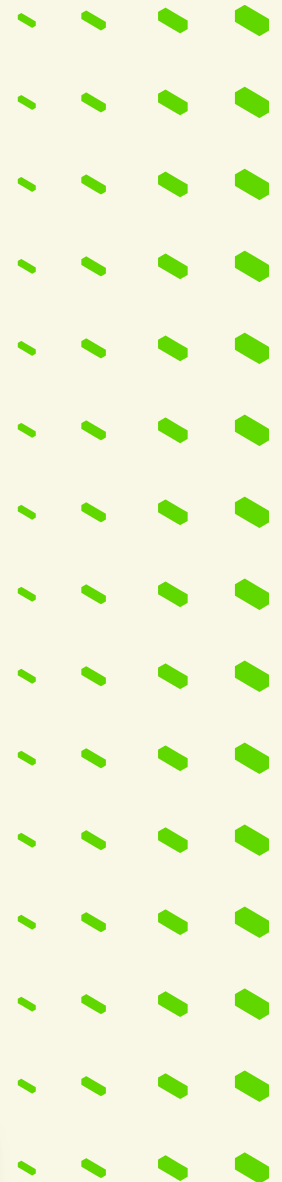
We then ran smaller modular CT based exercises to test our Emergency Response Personnel, Guard force team and our Firearms Response against a Marauding Terrorist Attack



# Page title: Real world examples



Given the scale of the exercise and the multiagency involvement we had to bring in a number of external stakeholders from the blue light services to support the planning



# Page title: Real world examples



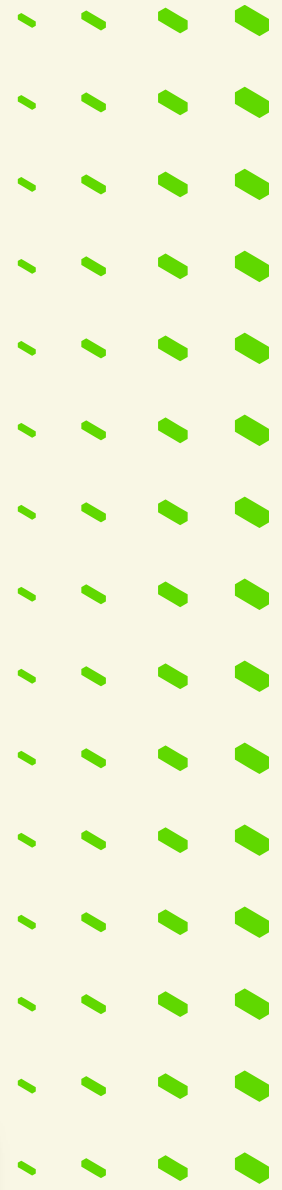
Using the lessons learned from REDE 23 we developed a number of training packages for our Emergency Response Personnel including guidance on MTA, 3 way communications and Command and control



# Page title: Real world examples



We engaged with the Unions and Health and safety teams to ensure we were not only compliant but that we had their buy in.



# Page title: Real world examples



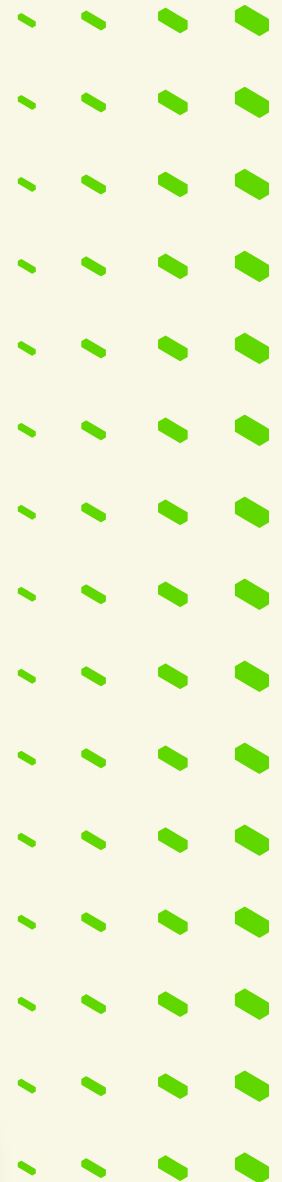
Our planning team used Action Trackers to remain on track for the exercise date and to hold the planning team and stakeholders accountable



# Page title: Real world examples



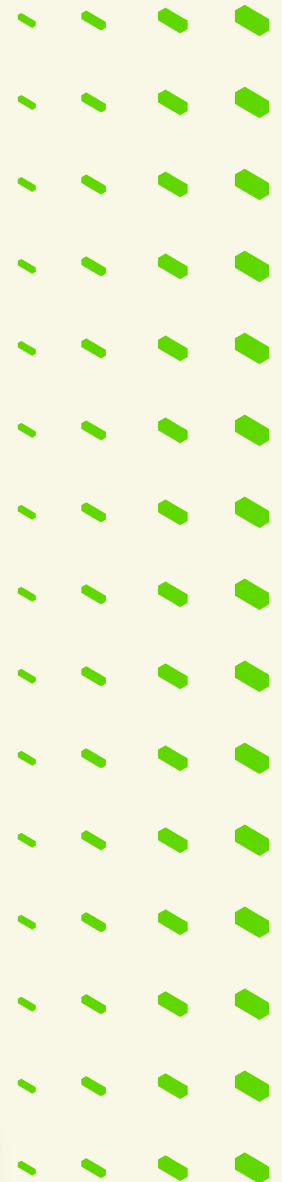
Given the amount of stakeholders and safety requirements the production of our Exercise Instruction and documentation had to be on point



# Page title: Real world examples



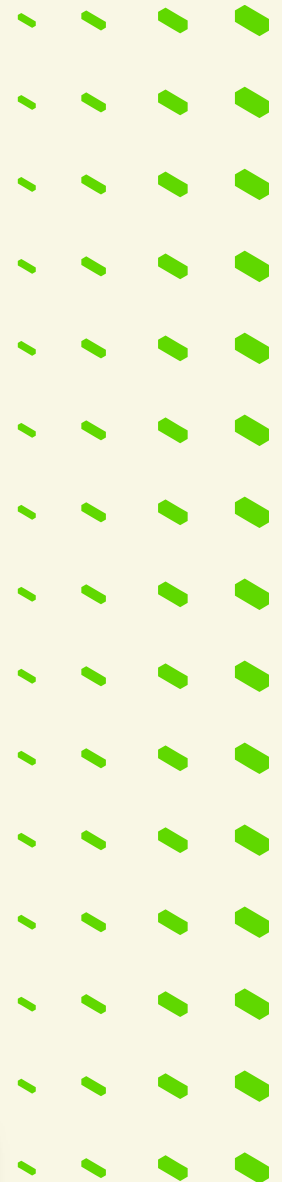
We then produced an exercise safety video so all staff on site knew what the exercise would look like and what is being asked of them



# Page title: Real world examples



The NRS Dounreay Site workers then went on strike which meant we had to delay our exercise by 4 months



# Page title: Real world examples



We ran Tabletop Exercises to see if our assumptions on the response met with the human factors of decision making



# Page title: Real world examples



We gave all participating staff safety briefs on the type of exercise and what they could expect – But not what the scenario was!!



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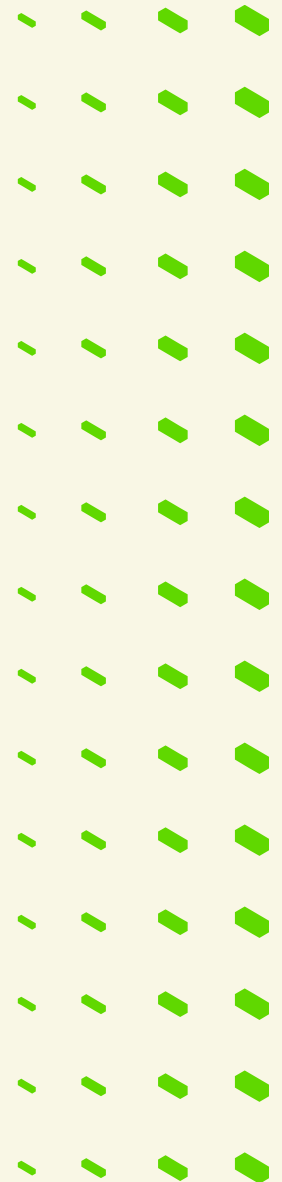
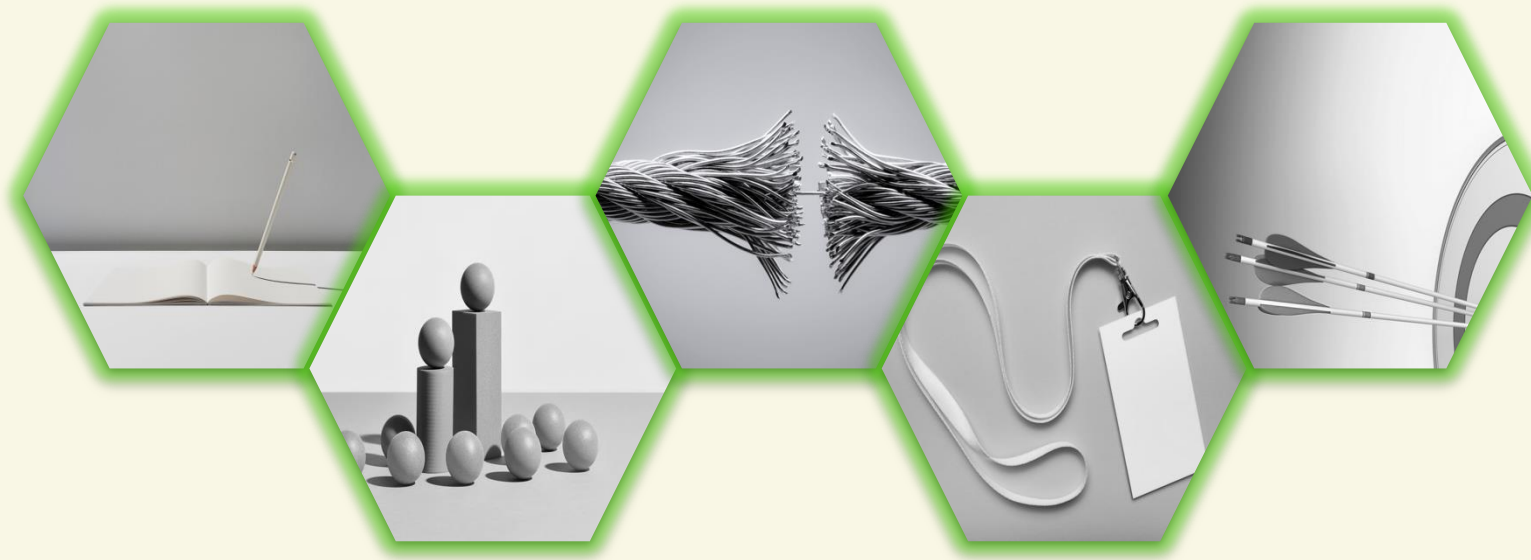


07

Lessons learned

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# Top 5 Lessons Learned



# Page title: Best Practice

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1

Clearly Define Evaluation criteria

2

Focus on both outcomes and process

3

Ensure independence and objectivity

4

Translate findings into actionable improvements

5

Track Actions and integrate lessons learned





**NRS**  
Dounreay