VELOTHON WALES MCC INTERNAL CORPORATE DEBRIEF MONDAY 6TH JUNE 2016 – ROOM P4, MCC HQ, USK.

PRESENT:

Ian Hardman Emergency Planning (Chair)

Deb Hill-Howells Community Delivery

Cllr. Bob Greenland

Julia Detheridge Emergency Planning
Phaedra Cleary Traffic & Development

Dan Davies Event Manager
Ian Saunders Enterprise
Nick John Enterprise
Linda O'Gorman Licensing

Cheryl Haskell Community Hubs Richard Drinkwater Community Hubs

APOLOGIES:

Abby Barton Communications
David Jones Public Protection
Nigel Leaworthy Cleansing & Waste

1. WELCOME / INTRODUCTIONS / APOLOGIES APPROACH

IH welcomed everyone and a round robin of introductions were made and apologies given.

2. DEBRIEF APPROACH & AIMS

IH explained how the session would be run and went through the debrief aims (see below). It was explained that the post debrief report would be used to feed into the multi-agency debrief being organised by Welsh Government and Run4Wales. It was also explained that Velothon Wales had produced a Debrief Proforma – which was centred around outcomes they were seeking for areas of improvement. This Corporate Debrief would focus both on any internal MCC issues identified as well as wider issues that could be shared with Velothon / Run4Wales.

Following this debrief – comments would be captured and recommendations identified both to feed into the multi-agency debrief and to assist MCC in being better prepared should the event continue to run. IH also explained that the Emergency Planning and Disruption Sub group have already captured lessons identified following the event via a pro-forma already circulated. These would be feed into this debrief as necessary – but it was important to listen to views around the table first – and only highlight issues from that exercise that had not been captured.

Debrief Aims

1. To build up a picture of our approach and planning for the Velothon Wales event held on Sunday 22nd May 2016, based on the following themes:-

Governance Arrangements, Planning structures and Engagement with stakeholders; Communications & Publicity;

Traffic Management Planning; and

Risk Management, Responsibilities and Accountability.

These are the categories that need to be populated by Velothon Wales – we will look at the event as a whole – and slot in comments based around these categories to keep this process as simple as possible.

- 2. To identify what went well and was successful in relation to the event (good practise) together with problems encountered (what needs to be avoided) and suggestions in terms of where improvements can be made and hence recommendations for future implementation.
- 3. On identifying where such improvements can be made to assign 'ownership' of where such lessons identified fall (where possible) i.e. to a particular service area / individual or MCC task and finish group / or Velothon governance structures and highlight this in the post-debrief report which can be referred to if the event is held again.
- 4. To enable us (as an organisation) to provide information that can be fed back into the wider independent multi-agency Velothon Event debrief to be hosted by Welsh Government / Run4Wales in mid-July date to be confirmed.
- 5. Emergency Planning will write up and collate this information with Deb Hill Howells producing a final MCC report and agreeing the submission to Welsh Government.

IH asked everyone to look at the event in terms of:

- What went well and was successful?
- What were the main issues encountered?
- What could be improved upon and how what recommendations need to be implemented?

3. WHAT WENT WELL AND WAS SUCCESSFUL?

Event Planning

Deb Hill-Howells

- Good working relationship with Nigel Russell (Run 4 Wales) he responded to concerns quickly and was largely able to resolve queries.
- MCC Internal task & finish group worked well, able to use past learning and identify solutions or problems that needed to be addressed.
- Use of the hub portal as a central depository for documents.
- Improved communications with residents through leaflets and call centre reduced demand on MCC resources.
- MCC Internal Disruption group well planned which minimised inconvenience to service users on the day.

Dan Davies

- Pre-event resident communications was improved upon from last year. Residents were better informed and more aware of the event.
- Willingness of Velothon organisers to speak to local community groups was well received.
- Less queries/complaints received by MCC than in 2015.

Ian Saunders

- Feedback from local businesses was positive.
- The MCC internal planning structure worked well with having an overall lead for the event.
- Resident communications was more co-ordinated than last year.

Traffic Management

- Only one guery received by traffic this year an improvement on last year.
- Highways Duty Officer worked well on the day.
- Advance Warning Signs in place 14 days before no spelling mistakes or vandalism this year.
- Traffic related queries answered quickly by Run 4 Wales.
- Traffic plans were an improvement on last year.

Community Hubs

- 'Frequently Asked Questions' were a fantastic tool for use by staff in the Hubs. They helped to give out a consistent message to residents.
- Much positivity on Social Media in relation to the event.

Event Control – 101 House (Nick John)

- The event ran well on the day from the opinions of cyclists and their families.
- The MCC Support Arrangements and Contacts Directory were invaluable for use at event control.
- Event control at 101 House worked well there was an incident where the race was temporarily halted but the structures worked and the incident was dealt with.

Safety Advisory Group

- Licensed premises aware of the event in advance.
- Velothon hotline number was useful to address any queries.
- SAG worked well to plan around other events taking place on the same day.

Cllr. Greenland

• This year's event was a significant improvement on last year. A marked reduction in the number of complaints received – these were resolved quickly.

Emergency Planning

- Road closure timings were released earlier this year.
- Two Public Information leaflets as opposed to one as last year.
- Velothon website was comprehensive with route details.
- Car Windscreen signs were a good idea to assist carers through the road closures.
- The Emergency Planning & Internal Disruption group was set up earlier and worked well. All service areas worked well to minimise the disruption to their services – clear aim/ objectives set for group – and good output achieved. Highlighted that issues were wider than just 'carer' issues and other concerns identified could be 'fed upwards' to the Corporate group.
- The MCC Steering group worked well and ensured all corporate issues were addressed. A Run 4 Wales representative attending these meetings was useful to clarify information and answer any queries.
- Early liaison with private care companies was beneficial with understanding the issues and collecting the data.
- MCC internal Comms Team were more active and effective this year. Benefitted from being on the Velothon Communications group and supporting information to MCC residents.
- Velothon hotline appeared to be working well as EP did not receive any complaints this year – staffed sufficiently and answering calls.
- The MCC Velothon Event Support Arrangements was comprehensive and assisted our MCC rep (Nick John) at Event Control as well as other MCC staff supporting on the day. Invaluable tool in understanding the route through Monmouthshire, capturing the Road Closure details (which were challenged and required clarification on the day) logistical and access requirements and Emergency Contacts on the day. Actually having an MCC representative at 101 House was essential.

- MCC specific Frequently Asked Questions assisted staff in answering queries in person and by phone.
- Single Point of Contact (Deb Hill-Howells) identified for dealing with complaints / queries / responding to Velothon related issues that were pertinent to MCC – assisted in providing a more stream lined and coordinated response.
- One to One meetings with Chair of EP/ Disruption group and Corporate Lead assisted in facilitating and addressing concerns/issues that materialised outside the established meeting schedules – enabling key issues to be resolved.

Commissioned Services

- As an agency we did not have any problems at all (Lougher HomeCare).
- I have not been made aware of any problems over the weekend. (Sevacare).
- Probably not for us to say depends on the feedback from providers (Chris Robinson).
- The arrangement we made in regards to accessing our service users was fine, and everything went smoothly. Thank you very much for your assistance with the arrangements (Q. Care).

Monmouthshire Meals

- Plenty of time was allowed for service areas to fully consider how the Velothon would impact upon their operational commitments and to then make the necessary arrangements to ensure that any disruption to service users was minimised.
- The formation of an Emergency Planning and Disruption Sub-Group supported the
 operational planning process at both the individual service, and the wider
 organisational levels. It was helpful for individual service areas to be aware of,
 and involved in discussions around the wider planning issues and difficulties that
 were being addressed across Monmouthshire County Council (MCC) and other
 areas.
- During the actual event, the management of the Emergency Local Access Points (ELAP`S) was both effective and efficient, with no disruption being caused to Monmouthshire Meals (MM) Service delivery. Whilst we had made an application for authorised access at ELAP`s pre-event, there was an unexpected need on the day to have to gain access at a point where we had not sought prior approval. In doing so, there were no problems experienced, with the Velothon Stewards doing what was promised ahead of the event, that is, they made dynamic decisions on the day, by dealing appropriately with the reasonable request that was in front of them. This was a significant improvement on the experience of last year's event.
- Whilst Monmouthshire Meals did not need to use the facility, the availability of a
 dedicated Single Point of Contact for MCC resources within the Event Command
 Centre in Cardiff was clearly a major contributory factor to the smooth running of
 the event locally.

Registrars

 Registration officers were able to access the office and the Cwrt Bleddyn to perform wedding ceremony. They returned to the office and thence home without incident.

Communications

- Good planning in advance of the Velothon, I thought the emergency planning exercise and preparation meeting went well. The list of statements prepared was very useful.
- The 'all service' meetings were a great way to pull together joint plans and ensure the smooth running of the event.

- It was great to have the opportunity to promote Monmouthshire on the approach to the Velothon e.g. the Velothon tweets and Facebook messages on the approach to the event were good and demonstrated our joint working.
- It was good that the Velothon team took the lead on community engagement and attempted to directly tackle any challenges that came up e.g. in Llanfoist.
- Local businesses have commented that they benefitted from increased trade on the approach to the event as cyclists stopped for a break in their training.
- It was good to have access for some people to be able to cross the track on the day. I
 was very impressed with how this worked I saw one carer who needed to get to one
 of her clients and the process worked like clockwork.
- Monmouthshire proactively sent out a high volume of positive Tweets, Facebook
 messages and a press releases to build support and advocacy. This proved really
 effective as we had many likes and shares of the messages and set up great
 dialogue between residents on the day i.e. any negative comments were quickly
 followed by other residents commenting on how great the event is.
- It was definitely worth being based along the route all day to live Tweet and Facebook the event as it progressed as this created excellent digital engagement. Being located on the route enabled us to generate some lovely community stories e.g. the leftover food from the feeding stations being donated to a local residential home. It was good to have a professional photographer working on the day as the photographs generated excellent full page coverage in key titles and excellent online reach.
- Media blackout re: one challenge that came up was appropriate and worked well on the day.
- One resident commented:
- Any event putting Usk on the map should be encouraged. These people may come back in the future with their families if they like what they see. It was great to have traffic free roads - the town was suddenly child friendly for a change. Businesses and the town should embrace it, feed off the increased footfall and promote locally.

Highways

- The key improvement was the advance notice and the benefit of this being the 2nd year so everybody knew what to expect.
- From a highways perspective, Phaedra did well in preparing the orders and feeding back to the group etc. Again the event has taken up a considerable amount of the traffic team's time in terms of attending meetings and preparing the orders etc., however hopefully this was all worth the effort to show off Monmouthshire and attract future tourism etc.
- The Emergency Planning meetings were very reassuring and helped MCC to be better prepared than most other authorities.
- Our team at Usk Square were congratulated on their skills as human sat navs to the passing motorists.

Cleansing & Waste

Team in Usk did well.

4. WHAT MAIN PROBLEMS / ISSUES DID YOU ENCOUNTER?

Event Planning Deb Hill-Howells

- Not all internal team members sighted to the corporate aim to maintain access to Usk – resulted in confusion amongst members, businesses and residents.
- Closure of Llanfoist for the day created significant community unrest including threats of a Judicial Review.
- Not all letters got out and the nature of the delivery meant that the letters were placed within leaflets which could have meant they were discarded without the householder realising that they were there.

- Delay in announcing the date and obtaining member approvals gave less lead in time to work with communities and plan activities.
- Lack of confidence in the event organisers due to last year's poor performance which meant that communities and members were instantly suspicious of the arrangements.
- Disproportionate gain to Cardiff as Monmouthshire residents take all the pain from the extensive road closures but none of the financial benefits.
- Pro-race did not contain high profile cyclists and no female pro-race.
- Lack of toilets more facilities need to be provided and those urinating in public need to be fined/prosecuted.

Dan Davies

- Problems with certain postcode areas with the resident communications deliveries.
- Reputational issue for cycling within Monmouthshire residents relate all cycling events to the Velothon.

Ian Saunders

- Only 4 portaloos in the feeding station in Usk for 8000 cyclists.
- No safety talk for volunteers.
- The vision of cycling and the prestige of the elite race was lost in the negativity of residents and complaints/concerns over the event.
- No live TV coverage of the race.

Traffic Management

- Confusion over the opening times on the A4042 concerns were only raised late in the day.
- The Traffic/Route group seemed unclear on what to do in an emergency if the route needed to be altered. Only resolved in the last 2 weeks before the event – more pre-planning was needed.

Event Control – 101 House (Nick John)

- Pre-agreed layout at Event Control was not adhered to. Local authority reps moved into a separate room. Wifi and laptop connection via port was not good. Not given a dedicated landline or mobile phone.
- Lack of regular scheduled briefings during the day due to Run 4 Wales reps being busy.

Safety Advisory Group

- Stewards needed more local knowledge to assist residents with alternative routes.
 They also needed to be more aware of the consequences of their actions, e.g gave a lorry driver access into Usk Square but would not let him out.
- Highways team were late completing the resurfacing work near the Newbridge on Usk.
- Cyclists urinating along the route and dropping rubbish.
- Paperwork late and often sent to the wrong people. Meeting venues incorrect.

Cllr. Greenland

- Cardiff had all the benefits of the Velothon whilst Monmouthshire residents paid the price of the road closures.
- Stewards needed more local knowledge to assist residents with alternative routes.
- Frustration from local residents that the open/managed access times for the ELAP's points were not publicised. It would have allowed residents to plan their day around the opening times.
- Additional cycling event taking place on the same day in Wolvesnewton.
- The biggest single issue was the length of road closures the last cyclist went through Usk at 2.20pm the road was not re-opened until 3pm. The road closure timings stated 3.30pm. Roads could be re-opened between the sportive and the elite race and opened immediately after the last cyclist had gone through.

Not enough given to the fact that Monmouthshire is a rural county with many farms

 farmhouses may not also be on the route therefore do not receive resident
 comms and yet their associated farmland/fields may be along the route.

Emergency Planning

- Not all residents received both or any information leaflets and the second leaflet was not issued within the 6 week deadline.
- Information leaflet did not contain much detail with emphasis on residents being directed to the webpages.
- The event plans were not issued within the timeframes given.
- The A4042 closure times were confusing and not clarified until quite a late stage –
 meaning the information on the second residents leaflet was incorrect. Residents living
 in Goytre/ Penperlleni were not aware the A4042 was open there were 'Road Closed'
 signs from Cwmbran onwards which only added to the confusion.
- Replies from Run 4 Wales to queries raised were not always prompt or forthcoming.
- The Stewarding Plan was never received.
- Completed rotas were not received from private care companies until the week before the event (due to rota completion). This meant they were not submitted to Run 4 Wales by Emergency Planning until a few days before. Although these were addressed.
- Last minute changes to Velothon Plans can accept last minute changes BUT SHOULD HIGHLIGHT what the changes made are – to assist in picking up points. (Use track changes – or covering updates in front of document – what has been amended).
- Agendas / meeting notes from the Velothon Subgroups often not circulated until day before the next meeting – hence difficult to keep up with the issues. In addition – some decisions made at these meetings were changed – but not always communicated.
- Cost/time spent by MCC staff to assist in facilitating the event.
- There did not seem to be consistency across the agencies involved in assisting in an agreed way information that Velothon required for ensuring crossing the route / along the route could be addressed.
- Position of Velothon Signs in Usk safety issue. Velothon signs moved.
- Inaccuracies reported in Press (e.g. road closure times and access times for Llanfoist).

Passenger Transport Unit

 The effect on bus routes caused disruption to passengers and transport operators lost revenue on the day as many areas were not served during the road closures.

Commissioned Services

Chris Robinson

- The signage was sub-optimal being impossible to take in when driving.
- I made a mistake with one provider sending the electronic windscreen stickers to the 'wrong Karen'.
- The task of contacting all external providers etc. was delegated to me not sure that line management were aware of the likely workload involved, certainly it did not appear that this had been taken into consideration. Also, I needed to get my Outlook capacity increased for this project.
- The external provider administration could be undertaken by a competent administrator – not a lead commissioner. However, there needs to be such a resource available for this to happen.

External providers

 Organisers need to be aware that domiciliary care rotas are not normally completed until the week before they are delivered Probably not for us to say—so

- final requests for access cannot be expected until the rotas are completed. We had sent out 2 reminders by this stage.
- As a member of the public, I found the signage at the junction from Redwick to the steelworks road difficult to digest around the times it would be open and shut. Also the stewards managing the rural points, from Nash to Spytty were very polite but had no idea when the road would re-open. (Lougher HomeCare).

Monmouthshire Meals

 No problems or issues of any significance were encountered by MM. From our perspective the Velothon Route during 2016 presented fewer difficulties than the 2015 route. This fact, and the pre-planning undertaken by both the service and MCC, and some effective operational decision making on the day assisted in ensuring that no problems were encountered.

Registrars

• The wedding was delayed by 40 minutes because some of the guests could not reach the venue. This was upsetting for the bride and groom and meant the day did not run as smoothly as it should have done.

Communications

- Communications to residents affected by the road closures could have been improved
 i.e. some residents who live along the route in Usk did not receive a single letter. One
 signpost in Usk was placed in a dangerous position. To mitigate this risk, we sent out
 as many links to our residents via our existing channels such as Facebook and Twitter
 to try and manage expectations and keep people informed.
- We had some negative feedback from residents in Llanover and Magor which the Velothon team addressed.
- On the day some businesses commented that their business was negatively impacted:
 - 'As a business it absolutely killed our trade, Bridge street was like it is on Christmas day; a few cars, few people, very peaceful indeed, we did take the kids up to the square to see the race once in the morning and then again for the pro's, was fairly busy but mostly local people who I knew (so didn't see that it attracted a lot of outsiders in).'

Social Services

• Some roads were closed very early to get staff/stewards in to their areas which caused our staff to have to find an alternative route or beg in some cases to be let through, we weren't notified of this and it did cause some disruption.

Cleansing & Waste

• All went well but the worst affected area for litter was the Tumble. I am capturing the total cost of the event to us but I am aware that we cannot recharge the event.

Highways

- Confusion regarding the agreed level of highway maintenance near the Newbridge on Usk.
- On site team in Usk received a number of enquiries from local carers needing urgent access across the route.

5. WHAT AREAS COULD BE IMPROVED UPON AND SUGGESTIONS ON HOW THIS COULD BE ACHIEVED?

Event Planning

Dan Davies

- Demonstrate / quantify the return to Monmouthshire.
- Improve the resident's communications and ensure the message given out is accurate.
- Velothon to promote cycling in Monmouthshire as part of their publicity campaign this was promised but not carried through.

Deb Hill-Howells

- Spreading the benefit particularly for those communities most significantly impacted – disproportionate impact on rural communities so can we offer grants for communities to have parties, have meals in the local pub, support the local church etc.
- Get the date and route information out as quickly as possible, assuming all Councils sign up for next year.
- Need to get communications out on time and earlier. Particularly important for businesses impacted and those providing support for households e.g. carers.
- Opportunity for businesses to have a presence in Cardiff at the expo if desired at a subsidised or nil rate?
- Can the route be amended to prevent Llanfoist etc be locked down for the whole day?
- Competition for residents to win free entry say 10 spaces per county and we could then follow their preparations and have feedback on the event itself.
- Can the velothon promote local charities that communities can relate to?
 lan Saunders
- No date set for next year's event no consistency in the planning and keeping the
 date a constant within the cycling calendar. Parameters have changed since the
 initial discussions. The date needs to be agreed asap so that authorities can
 begin promotion events.
- Consideration needs to be given to the route if remaining through Usk there needs to be more benefits to the town.

Community Hubs

- More engagement with local communities to promote cycling in the run up to the event.
- FAQ's to be circulated earlier.
- Improved toilets and welfare facilities for cyclists.
- Look at ways in which the Velothon can be undertaken in a more sympathetic way for local residents, for e.g. controlled crossing points.

Event Control – 101 House (Nick John)

- Consider using local produce at feeding stations to assist in promoting Monmouthshire.
- Consider running a shorter route to attract more cyclists although the benefits have to be weighed against the increase in road closures.
- Consideration on the route for next year is this the best route for Monmouthshire?
- No consistency between local authorities in terms of planning maybe agree a joined up approach for next year?

Cllr. Greenland

- Promises made by velothon organisers formally documented in a written document.
- Managed access points should be opened for residents in the gaps between the races and this should be communicated to residents in advance.
- MCC to encourage local businesses to be more proactive. Consider advertising local hotels and then run a 'cycle bus' to Cardiff on the day for participants and their bikes.
- Consideration to whether there is a commercial gain to holding the pro race? If this cannot be justified then maybe hold the sportive and reduce the length of the road closures?
- Member approval needed for next year's event to go ahead may be difficult to obtain approval due to 2018 being council election year.

Safety Advisory Group

Stewards need to have more local knowledge.

- 'Green Zones' could be implemented to highlight areas where cyclists can drop their rubbish along the route.
- MCC to engage more with local businesses rather than rely on communication from the Velothon organisers.
- More toilets at feeding stations.
- More information on roles and responsibilities of Velothon staff and who has the power to do what, e.g. stop the race. This should also apply to stewards so they understand their role.
- Stewards to be given 'handouts/leaflets' they could give to motorists / residents
 detailing alternative routes on the day and/or printed information outlining the
 liabilities / consequences and action they could face for **not** adhering to the road
 closures.

Passenger Transport Unit

• The disruption to bus routes could be avoided with some small changes to the route such as the Magor junction.

Commissioned Services

- Road signage lettering was too small for information to be absorbed.
- The explanations around the road closures re: M4 and Magor were confusing and could be improved.

Monmouthshire Meals

• The positive features that are outlined in this response should be continued and where necessary developed further during Velothon 2017.

Registrars

- We were fortunate that there were 2 members of staff who lived inside the route
 who could access the office and venue and get home without having to cross the
 route (although this would not have been the case if the wedding had been at a
 later time, as there was a route closure preventing one of the officers getting
 home).
- If the wedding had been at a different venue, or at a later time, it would have been impossible to staff it, because although there are crossing points, the times are strictly limited.
- We need to have much more notice of the date of the event and early clarity on route closures. The crossing times need to be more flexible to allow staff through.

Communications

- Ensure that communications to residents are even clearer next time highlighting not only what roads are closed but explicitly explaining what roads are open so people can still travel if they need to.
- We have an opportunity to work more closely with communities to ensure they get the
 most out of the event car parking, more detailed road information and points of
 contacts in town to help boost the engagement within towns and encourage local
 businesses to get involved.

Emergency Planning

- Car windscreen signs a good idea but should be implemented earlier next year.
- The Public Information distribution process was hit and miss and needs improvement. Postcode lottery!
- More consideration given to the route if the event is held next year to consider its
 effect on residents. This could be achieved by wider representation on the WG route
 group with a view to consider consequences of route identified and not just 'processes'
 required to accommodate RTOs.
- Track changes in documents / highlight what amendments have been made to Velothon documents.

- Sometimes felt that it was not always clear who was dealing with matters arising internally – capturing decisions made and a 'timeline' of issues dealt with and maintained on the Hub would have been beneficial.
- Use of 'structures' established to manage/respond to issues that arise all to be familiar with and understand – to avoid scattergun approach and maintain some MCC internal command and control.
- With the inability to reply on Velothon sub-group minutes MCC reps that attend all
 external related Velothon meetings to note and share key points / concerns with Chair
 of Corporate & EP/Disruption group as they arise.
- Clarity / consistency at an early stage on how Velothon Wales wish to receive ELAPs / Access information.
- Responsibility for Velothon Road signs needed to be circulated with contact details to address issues if they arise. (This was circulated but only once issue had come to light).
- Earlier decision on A4042 closure times and explaining when and what sections of the roads are still open so people can still travel if they need to. Less confusing signage along the unaffected parts of the A4042.

6. Welsh Government / Run4Wales Debrief

 Welsh Government will be holding an independent debrief in July (date to be arranged). It was agreed that Deb Hill Howells and Ian Saunders would attend to represent Monmouthshire and feed in the issues arising from this debrief.

7. Complaints / Compliments from the 2016 Event

• DHH to send the complaints received to Annette Evans to ensure they are logged. Compliments on the event should also be forwarded to Annette.

8. Any Other Business

- IH to email service areas not present at the debrief to collate their comments on the event and to add to these notes if required.
- IH to email all service areas involved in the Velothon asking for costs incurred in planning and responding to the event over and above normal day to day costs.
- One Velothon sign left on the verge at Llancayo sandbags used to weigh down the signs have not been collected along the A4042. IH to email Nigel Russell to follow up on removal of signs/ sandbags etc.
- Cllr. Greenland asked if it was possible to find out if the other four local authorities would be giving their approval for the Velothon to go ahead again next year? This to be taken forward as soon as it is clear that the event will be proposed again.

9. Way Forward

- IH to collate Monmouthshire's comments/views and circulate with the group.
- Deb Hill Howells to attend the multi-agency debrief organised by Welsh Government and to consider a 'final' / formal corporate report which can be made publically available if requested.
- IH thanked everyone for their attendance and contribution to the debrief.