

**North Wales Resilience Forum  
Exercise Watertight II**

EXERCISE PLANNING DOCUMENT

**Version 3.0**

**RAB: 138**

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## Revision History

<b>Version</b>	<b>Date</b>	<b>Amendments</b>	<b>Issued to</b>
1.0	05.05.09		Planning Group
2.0	29.06.09	Sec 1.1, 1.4, 2.3, 2.4, 2.6, 3.3, 3.4 App A and App C	Planning Group
3.0	11.09.09	Sec 1.3, 1.5, 2.4, 2.5, 2.6, App B, App C and App D	Planning Group

## Quality Control

<b>Action</b>	<b>Signature</b>	<b>Date</b>
Prepared	C. Wilenchik	11.09.09
Checked	R. Burton	11.09.09
Approved	R. Burton	11.09.09

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## **1.0 Planning Document Brief**

### **1.1 Overview**

Exercise Watertight II has been developed at the request of NWRf (North Wales Resilience Forum) for strategic level exercises during 2009 that deals with a number of matters including those of flooding and recovery.

The exercise has been codenamed 'Watertight II' and will be held at the Strategic Coordination Centre (SCC), Colwyn Bay on October 22 2009. Approximately 100 participants from category 1 and 2 responders are invited to attend this 'table top' exercise. The participants will work together to agree the recovery strategy following a major flood incident.

### **1.2 Purpose of this document**

The main purpose of this planning document is to:

- Ensure that the planning requirements for the exercise are understood and agreed;
- Confirm and agree roles and responsibilities;
- Confirm the aim and objectives of the exercise;
- Provide detail to the exercise planning group;
- Provide a briefing aid for exercise directors, supporting roles and players.

This is a 'live' document that will record the exercise proposals as they are developed and agreed.

### **1.3 Exercise Initiation**

The exercise was initiated by Paul Claydon of the North Wales Resilience Forum and is supported by Neil Culff of the North Wales Local Resilience Forum. The exercise will provide an opportunity to explore interagency recovery issues and consider the welfare and economic issues that would arise when dealing with the recovery to a major incident.

### **1.4 Aim and Objectives**

The following aims and objectives have been agreed by the Exercise Planning Group.

#### **Aim:**

To explore interagency recovery issues and consider the welfare and economic issues that would arise when dealing with the recovery to a major incident.

#### **Objectives:**

- To test whether the lessons identified from Exercise Watertight I, where applicable, have been implemented;
- To test elements of the NWRf Multi Agency Plan – Flooding;

- To test and explore recovery issues in response to an emergency in North Wales;
- To explore the relationship between SCG and Recovery Coordination Group;
- To exercise the handover procedure from response to recovery;
- To test the longer-term use of voluntary agencies and their transition from providers of short-term food and support to mid-term support;
- To identify future planning, training and exercising needs;
- To demonstrate the potential of visualisation tools to aid the response to an incident.

### 1.5 Lessons Identified in Exercise Watertight I

One of the objectives of Exercise Watertight II is to 'test whether the lessons identified from Exercise Watertight I, where applicable, have been implemented'. The lessons identified from Watertight I are listed below, the lessons that can and will be tested during Watertight II have a tick next to them.

Lessons Identified in Exercise Watertight I	Can be tested in Watertight II
<b>Gold</b>	
Need for further multi agency exercises, specifically testing Gold and looking to recovery issues, utilisation of a 'live play' type event	✓
The need for separate rooms for each level of command	
Development of a more structured feedback method following each stage of the exercise	✓
Availability of documentation (specifically MARP) pre exercise to enable opportunity to study and digest	✓
Development of infrastructure plans	✓
Evacuation plans required	
In relation to the exercise less use of simulations to enable more time for discussion	
Development of personal understanding	✓
<b>Silver</b>	
Future more detailed exercises/training to include potential live play and to also include the recovery phase	✓
Room layout to include – use of separate rooms, moveable screens to reduce noise contamination etc	
MARP issues – ID of key infrastructure pre event, more utilities information, availability of MARP prior & during exercise	✓
From an exercise perspective links between Silver and Bronze unclear	
Need for staff officer (s) to support	
<b>Bronze</b>	



Future training and exercising on a multi agency level, to include: recovery, live play (incld casualties) covering all aspects of flooding  
Room layout and positioning (noise contamination issues)  
Understanding of roles & responsibilities and better personal preparation  
Greater clarity of information (trigger points especially) and cascade of information (blogs by agencies suggested), use of supervisor briefings  
Improved communication between levels  
Inclusion of RSPCA information into MARP  
Exercise – more detailed inputs, limitation of feedback and use of experienced others (e.g. GP’s Social services)

## 2.0 Exercise Planning

RAB Consultants will plan the exercise to meet requirements.

### 2.1 Roles

Russell Burton will undertake the role of exercise planner with support from Claire Wilenchik and from the various members of the Exercise Planning Group. The role of the Exercise Planning Group is to review and approve the exercise proposals. See Appendix A for a list of planning group members. All supporting materials for use by participants on the day of the exercise will be provided by RAB Consultants.

### 2.2 Tasks

The key tasks for the development of the multi-agency tactical response exercise are:

- On going liaison with the Exercise Planning Group with regard to the exercise format and scenarios;
- Initial collection of data, reports and procedures;
- Determine exercise scenario, and agree the scenario with the Exercise Planning Group;
- Prepare and issue joining instructions and invitations;
- Set up the exercise venue and undertake the exercise day and the structured debriefs;
- Review the exercise documentation and produce a draft post exercise report;
- Produce and issue the final post exercise report.

### 2.3 Exercise Format and Programme

The exercise is a 'table-top' exercise with approximately 100 participants working together. The exercise will be based on a flooding scenario which will continue into the recovery phase.

The exercise will be planned and delivered in accordance with the following outline programme:

<b>Timescale</b>	<b>Activity</b>
<b>February to March 2009</b>	<ul style="list-style-type: none"><li>• Project award</li><li>• Commencement meeting</li><li>• Delegate primary roles</li><li>• Set Planning milestones and meeting dates</li><li>• Collect and review documents and lessons identified in Watertight I</li></ul>

Timescale	Activity
<b>April to September 2009</b>	<ul style="list-style-type: none"> <li>• Confirm Planning Group Members</li> <li>• Review information gathered from Exercise Watertight I</li> <li>• Confirm venue for the exercise</li> <li>• Three interim planning group meetings</li> <li>• Develop Exercise Plan, scenarios and supporting materials</li> <li>• Present debrief proposals for approval</li> <li>• Exercise Initiator approves Exercise Plan</li> </ul>
<b>6 May</b>	<ul style="list-style-type: none"> <li>• First issue of planning document including;               <ul style="list-style-type: none"> <li>– Draft exercise agenda</li> <li>– Number of participants</li> <li>– Location of venue</li> </ul> </li> <li>• Discuss and agree aims and objectives</li> <li>• Outline scenarios and locations</li> </ul>
<b>June 2009</b>	<ul style="list-style-type: none"> <li>• Planning group invites participants</li> </ul>
<b>1 July</b>	<ul style="list-style-type: none"> <li>• Second planning group meeting</li> <li>• Draft detail scenarios and injects</li> <li>• Exercise Agenda</li> <li>• Exercise Structure/format agreed</li> <li>• Venue requirements specified</li> <li>• Draft debrief proposals</li> </ul>
<b>15 September</b>	<ul style="list-style-type: none"> <li>• Third planning group meeting</li> <li>• Finalise scenarios and injects for approval</li> <li>• Finalise debrief proposals</li> <li>• Agree final exercise plans, scenarios and supporting materials</li> <li>• All attendees confirmed</li> <li>• Exercise Directors Briefing arrangements</li> </ul>
<b>21 October</b>	<ul style="list-style-type: none"> <li>• Brief Directing and Debriefing support Staff</li> </ul>
<b>22 October</b>	<ul style="list-style-type: none"> <li>• The exercise</li> </ul>

Timescale	Activity
<b>November 2009</b>	<ul style="list-style-type: none"> <li>• Collate and analyse exercise/debrief material</li> <li>• Identify relevant learning and initial recommendations</li> <li>• Circulate Draft PXR to Initiator and Exercise Planning Group</li> <li>• Present learning and recommendations to Exercise Planning Group</li> </ul>
<b>December 2009</b>	<ul style="list-style-type: none"> <li>• Receive comments and revise PXR accordingly</li> <li>• Deliver final PXR</li> </ul>

## 2.4 Exercise Participants

Approximately 100 participants have been estimated to take part in Exercise Watertight II. Two main groups and five sub-groups are proposed to plan an effective multi-agency recovery strategy following a major flood incident. The groups are summarised in the table below.

Main Groups	
<p><b>Strategic Coordination Group</b> <b>(Approx. No. 15)</b></p>	<p>This group includes;</p> <ul style="list-style-type: none"> <li>• Chair – North Wales Police</li> <li>• North Wales Fire and Rescue Service</li> <li>• Welsh Ambulance Services NHS Trust</li> <li>• North Wales Health Authorities</li> <li>• National Public Health Service</li> <li>• Environment Agency Wales</li> <li>• Maritime Coastguard Agency</li> <li>• Military</li> <li>• Welsh Assembly Government</li> <li>• North Wales Local Authorities;                             <ul style="list-style-type: none"> <li>▪ Conwy</li> <li>▪ Denbighshire</li> <li>▪ Flintshire</li> <li>▪ Gwynedd</li> <li>▪ Wrexham</li> <li>▪ Anglesey</li> </ul> </li> </ul>

<p><b>Recovery Coordination Group</b>  <b>(Approx No. 11)</b></p> <p><b>RCG members will be nominated to sit on an appropriate sub-group during sessions that the RCG is not convened.</b></p>	<p>This group includes;</p> <ul style="list-style-type: none"> <li>• Chair – Local Authority Executive/Director</li> <li>• Secretariat – Local Authority</li> <li>• Food Standards Agency</li> <li>• Social Care Representatives</li> <li>• Animal Health – Defra and Partners</li> <li>• Countryside Council for Wales</li> <li>• Chairs of the five sub groups;                         <ul style="list-style-type: none"> <li>▪ Health and Welfare</li> <li>▪ Business and Economic Recovery</li> <li>▪ Environmental and Infrastructure</li> <li>▪ Communications</li> <li>▪ Finance and Legal</li> </ul> </li> </ul>
<p><b>Sub Groups</b></p>	
<p><b>Health and Welfare Group</b>  <b>(Approx No. 13)</b></p>	<p>This group includes;</p> <ul style="list-style-type: none"> <li>• Chair – National Public Health Service</li> <li>• Secretariat – National Public Health Service</li> <li>• Local Authority – Adult Social Services</li> <li>• Local Authority – Children’s Services</li> <li>• Local Authority – Environmental Health Officer</li> <li>• Local Authority – Housing and Emergency Accommodation</li> <li>• Local Authority – others as necessary</li> <li>• Local Health Boards/NHS Trust</li> <li>• Voluntary Sector e.g. British Red Cross, WRVS, Salvation Army, CAB, Samaritans</li> <li>• Faith Groups</li> <li>• Pensions Services and Benefits Agency</li> </ul>
<p><b>Business and Economic Recovery Group</b>  <b>(Approx No. 5)</b></p>	<p>This group includes;</p> <ul style="list-style-type: none"> <li>• Chair – Director/Head from Economic and Business/Regeneration Team – Local Authority</li> <li>• Secretariat – Local Authority</li> </ul>

	<ul style="list-style-type: none"> <li>• Local Authority</li> <li>• Welsh Assembly Government</li> <li>• Association of British Insurers</li> </ul>
<p><b>Environmental and Infrastructure Group        (Approx No. 15)</b></p>	<p>This group includes;</p> <ul style="list-style-type: none"> <li>• Chair – Local Authority Planning and Transportation or Head of Environmental Services</li> <li>• Secretariat – Local Authority</li> <li>• Local Authority – Principal Environmental Health Officer</li> <li>• Local Authority – Waste Disposal Officer</li> <li>• Local Authority – Transport and Highways</li> <li>• Local Authority – Neighbourhood Management</li> <li>• Environment Agency Wales</li> <li>• National Public Health Service</li> <li>• Local Health Boards</li> <li>• Scottish Power</li> <li>• Dwr Cymru</li> <li>• Network Rail</li> <li>• Transco</li> <li>• BT?</li> <li>• National Trust/CADW/CCW</li> <li>• Other agencies such as Government Decontamination Service</li> </ul>
<p><b>Communications Group        (Approx No. 5)</b></p>	<p>This group includes;</p> <ul style="list-style-type: none"> <li>• Chair – Local Authority PR and Communications Manager</li> <li>• Secretariat – Local Authority</li> <li>• North Wales Police</li> <li>• Government News Network</li> <li>• Other Stakeholders e.g. Site Operator, North Wales Tourism Partnership</li> </ul>
<p><b>Finance and Legal Group</b></p>	<p>This group includes;</p> <ul style="list-style-type: none"> <li>• Chair – Senior Financial Manager or Solicitor</li> </ul>

<b>(Approx No. 4)</b>	in Local Authority <ul style="list-style-type: none"> <li>• Secretariat – Local Authority</li> <li>• Local Authority – Finance Officers</li> <li>• Local Authority – Legal Officers</li> </ul>
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N.B. Some of the above participants may sit on more than one group therefore the participant attendance may not be as high as suggested.

## 2.5 Basic Exercise Agenda

A basic agenda has been set out below:

<b>Time</b>	<b>Event</b>	<b>Lead</b>
08:30	Registration with Tea and Coffee	
09:00	Welcome and Introduction	R.B
09:10	Presentation	Guest Speaker
09:20	Presentation from Mark Scoggins	M.S
09:30	Recovery Planning Presentation	J.W
09:40	Exercise Watertight II – Scenario 1	R.B
10:00	Session 1	R.B
11:00	Feedback	R.B
11:15	Session 2	R.B
12:15	Feedback	R.B
12:30	Session 3	R.B
13:15	Feedback	R.B
13:30	Scenario 2 - Session 4	R.B
14:30	Feedback	R.B
14:45	Session 5	R.B
15:30	Feedback	R.B
15:45	Debrief	R.B
16:45	Closing Remarks	?
17:00	End	

A more detailed agenda can be found in Appendix D.

## 2.6 Sites and venues needed for Exercise Watertight II

The exercise will take place at the Strategic Coordination Centre (SCC), Colwyn Bay. Each group will meet in separate rooms as suggested below;

- Exercise Directors will meet in Conference Room 4
- The SCG will meet in Room 2
- The RCG will meet in Conference Room 5

- Joint meetings in Conference Room 3
- Separate rooms will be needed for each RCG Sub Group;
  - Health and Welfare in Conference Room 1
  - Business and Economic Recovery in Conference Room 7
  - Environmental and Infrastructure in Conference Room 2
  - Communications in Room 8
  - Finance and Legal in Room 9



### 3.0 Exercise Directing

#### 3.1 Responsibilities

Russell Burton will undertake the role of Exercise Director, including:

- Direct and control the exercise play including an exercise briefing to establish the format of the exercise and determine the ground rules for participants;
- Delegate supporting roles to the Exercise Planning Group and brief them accordingly.

#### 3.2 Directing Roles

Each person from the Exercise Planning Group will act as an Exercise Facilitator during the exercise.

#### 3.3 Exercise Facilitators

Role	Name	Contact number
Registration		
Registration		
Facilitator #1 SCG		
Facilitator #2 SCG		
Facilitator#1 RCG		
Facilitator #2 RCG		
Facilitator Health & Welfare		
Facilitator Environment & Infrastructure		
Facilitator Business & Economic Recovery		
Facilitator Communications		
Facilitator Finance & Legal		
SCG Debriefer		
Debriefer #1		

<b>Debrief #2</b>		
<b>Debrief #3</b>		
<b>Debrief #4</b>		

### **3.4 Scenarios**

Two scenarios will be presented within five sessions as proposed in the structure diagram found in Appendix C. More detailed scenarios will be located in Appendix E once they have been finalised.

## **4.0 Exercise Debriefing**

### **4.1 Exercise Debriefing**

There will be two approaches to the debrief as outlined below;

- The SCG members will complete a debrief form
- The RCG members will complete a full structured debrief and they will be separated into four groups,
  - RCG
  - Health & Welfare
  - Environmental & Infrastructure
  - Business & Economics, Communications and Legal & Finance

The debriefing will be lead by Russell Burton immediately after the exercise has been completed, in the form of a 'structured debrief', this role includes:

- To consult with other primary role holders and design debriefing structures;
- To delegate responsibilities to debriefing support roles when necessary and brief accordingly;
- To collate the debriefing reports.

The structured debrief should take approximately 1 hour. It is assumed that all RCG members will take part in the debrief to offer their own views and give feedback on any issues that were identified in the exercise in respect of a major flood event and recovery.

Appropriate debrief structures will be designed by RAB Consultants for approval by the Exercise Planning Group. It is assumed that the members of the Exercise Planning Group will undertake debrief supporting roles.

## **5.0 Exercise Completing**

### **5.1 Exercise Completing**

Claire Wilenchik will undertake the role of exercise completer, including:

- Collating and analysing information created during the exercise and the debriefings;
- Delegate to completing support roles and brief as necessary;
- Identify relevant learning and make recommendations for action to the Initiator and exercise planning team and record in a Post Exercise Report (PXR).

An exercise evaluation form will be issued to participants to gather feedback on the exercise as an event and this will be included in the PXR.

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## **Appendix A – Exercise Planning Group Contact Details**

<b>Name</b>	<b>Organisation</b>	<b>Email/Telephone number</b>
Russell Burton	RAB Consultants	russell@rabconsultants.co.uk 01543 308631/ 07753 730886
Neil Culff	Local Resilience Forum	neil.culff@nwales-fireservice.org.uk
David Hallows	British Red Cross	DHallows@redcross.org.uk
Phil Harrison	Wrexham Council	phil.harrison@wrexham.gov.uk
Eilwen Jones	Flintshire Council	eilwen.jones@flintshire.gov.uk
Gavin Larter	Ambulance	Gavin.Larter@ambulance.wales.nhs.uk
Linda Lewis	Scottish Power	Linda.Lewis@sppowersystems.com
Karen Padmore	Technium CAST	karen.padmore@techniumcast.com
Andrea Pashley	North Wales Police	andrea.pashley@nthwales.pnn.police.uk
George Range	Scottish Power	george.range@sppowersystems.com
Paul Reeves	Environment Agency Wales	paul.reeves1@environment-agency.wales.gov.uk
Stephen Shakespeare	Environment Agency Wales	stephen.shakespeare@environment-agency.wales.gov.uk
Aled Thomas	North Wales Fire and Rescue Service	aled.thomas@nwales-fireservice.org.uk
Claire Wilenchik	RAB Consultants	claire.wilenchik@rabconsultants.co.uk 01543 308 631
Jonathon Williams	Conwy Council	jonathan.williams@conwy.gov.uk

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## **Appendix B – Debrief Plan and Visual**

RCG Debrief

### **Aim**

- To get each participant to reflect on their / their organisations role and responsibility when dealing with the recovery to a flood incident.
- To identify personal experiences.
- These views to be shared and discussed to establish ideas for the management of the recovery phase and the ‘smooth’ handover from the SCG to the RCG.

### **Initial Prompts**

- For me, the two least effective aspects when dealing with the recovery of a flood event in North Wales are .....
- For me, the two most effective aspects when dealing with the recovery of a flood event in North Wales are .....

## Final Prompts

1a) The most significant thing I have learnt about my role when dealing with the recovery to a flood event is  
.....

1b) and I can use that positively in the future by.....

2a) The one/two thing(s) I would do to improve my/my organisations role in the Recovery Coordination Group is  
.....

2b) If I was advising the North Wales Local Resilience Forum on our arrangements for the management of the recovery, I would.....



# Roles & Responsibilities

**RESPO**

**SCG**

**RCG**

**Communication**

**Finance & Legal**

**Business & Economic Group**

**Environmental & Infrastructure Group**

## HANDOVER

**Emergency Services**

**Venue**

**Community**

**RECOVER**

**Recovery Plan**

**Team Work**

**Voluntary Agencies**

BritishRedCross

THE SALVATION ARMY

**Communications Group**

**Health & Welfare Group**

NHS WELLS GIG CYMRU

**Strategic Co-ordination Group Debrief Form**

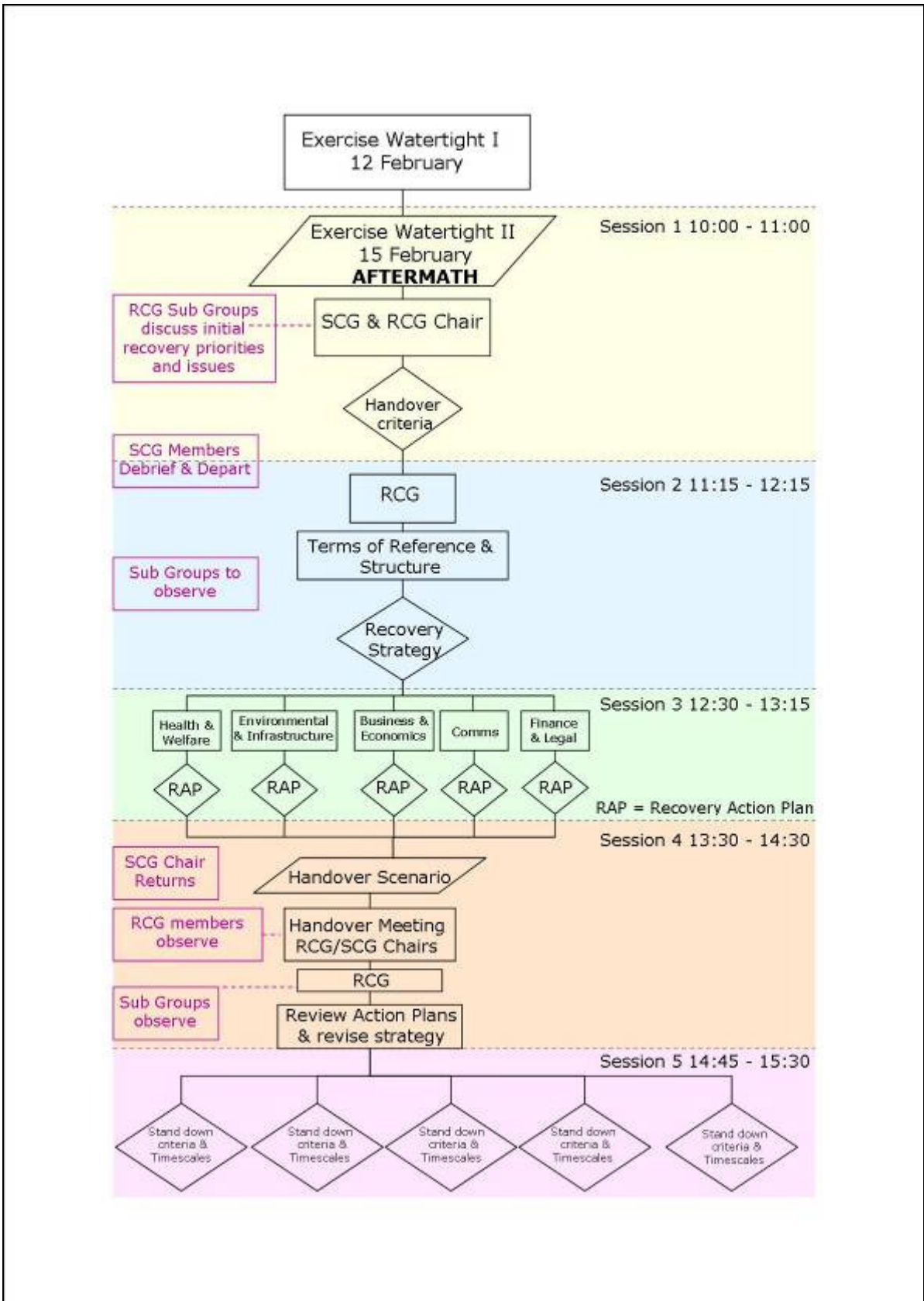
Individually, please read and respond to the following questions:

1) The two things I have learnt about the Strategic Co-ordination Group are.....

2) The most significant thing I have learnt about the handover to the Recovery Co-ordination Group is .....

3) And if I was advising on the process I would suggest.....

**Appendix C – Structure Diagram**



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## Appendix D – Exercise Directors Agenda

Time	Event	Lead	Outcome
08:30	Registration with Tea and Coffee		
	Two facilitators needed for registration		
	Tea and Coffee provided throughout the day		
09:00	Welcome and Introduction (Conference Room 3)	R.B	<ul style="list-style-type: none"> <li>Introductions and arrangements for the day</li> </ul>
09:10	Presentation (Conference Room 3)	Guest Speaker	<ul style="list-style-type: none"> <li></li> </ul>
09:20	Mark Scoggins (Conference Room 3)	M.S	<ul style="list-style-type: none"> <li>Introduction to his role in the Exercise</li> </ul>
09:30	Recovery Planning (Conference Room 3)	J.W	<ul style="list-style-type: none"> <li>Background and Overview</li> </ul>
09:40	Exercise Watertight II (Conference Room 3)	R.B	<ul style="list-style-type: none"> <li>Exercise rules, importance of audit logging, limitations and objectives</li> <li>Aftermath scenario</li> <li>Visualisation</li> </ul>
10:00	<b>Session 1 ( 1 hour) (Room 2)</b>	R.B	<ul style="list-style-type: none"> <li>SCG agree criteria and process for handover to RCG (direct SCG away from response)</li> <li>RCG Sub Groups to discuss initial recovery priorities and issues in response to Scenario 1</li> </ul>
	Suggested facilitators R.B, C.W and 2 facilitators to answer questions		
11:00	Feedback (Room 2)	R.B	<ul style="list-style-type: none"> <li>SCG and RCG members informed of respective strategies</li> </ul>
11:15	<b>Session 2 (1hr) (Conference Room 5)</b>	R.B	<ul style="list-style-type: none"> <li>RCG to agree terms of reference and structure and follow suggested planned agenda</li> <li>Agree recovery strategy</li> <li>Sub groups to observe</li> </ul>
	SCG members debriefed, one debriefer needed		
12:15	Feedback (Conference Room 5)	R.B	<ul style="list-style-type: none"> <li>RCG members feedback on the process (2/3 questions)</li> <li>What was difficult?</li> <li>What went well?</li> <li>How could the process be improved?</li> </ul>
12:30	Working Lunch		
	<b>Session 3 (45 mins)</b>	R.B	<ul style="list-style-type: none"> <li>Develop recovery action plan for each sub group (in light of RCG strategy)</li> </ul>
	Five facilitators needed, one to sit on each group		
13:15	Feedback	R.B	<ul style="list-style-type: none"> <li>RCG subgroups feedback the key action points</li> </ul>
13:30	<b>Session 4 (1 hour) (Conference Room 5)</b>	R.B	<ul style="list-style-type: none"> <li>Present handover scenario/visualisation</li> <li>SCG Chair and RCG formally agree the handover criteria is met and the</li> </ul>

			<ul style="list-style-type: none"> <li>handover takes place</li> <li>▪ RCG review strategy and action plans</li> <li>▪ Sub group to observe</li> </ul>
14:30	Feedback	R.B	<ul style="list-style-type: none"> <li>▪ RCG members feedback on the process (2/3 questions)</li> <li>▪ What was difficult?</li> <li>▪ What went well?</li> <li>▪ How could the process be improved?</li> </ul>
14:45	<b>Session 5 (45mins)</b>	R.B	<ul style="list-style-type: none"> <li>▪ RCG sub groups agree stand down criteria and timescales</li> </ul>
Five facilitators needed, one to sit on each group			
15:30	Feedback	R.B	<ul style="list-style-type: none"> <li>▪ RCG Sub Group Chairs summarise responses</li> </ul>
15:45	Debrief	R.B	<ul style="list-style-type: none"> <li>▪ Debrief participants in their roles and responsibilities during the recovery process</li> </ul>
Four Debriefers needed			
16:45	Closing Remarks	?	
17:00	End		

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