# Appendix 2A – Facilitator Guide

Heatwave Discussion Exercise

## Exercise [Name] – Facilitator Guide

Date: [INSERT]

Time: [INSERT]

Venue: [INSERT]

| Time | Activity |
| --- | --- |
| 0830 | Arrival and registration  Encourage informal introductions |
| 0900 | Welcome (facilitator or host names)  Welcome/acknowledgement of Country (name)  Agenda  Housekeeping:  emergencies and evacuation  toilets  mobile phones  breaks and catering. |
| 0905 | **Aim**  To evaluate LEMC / REMC arrangements for responding to a heatwave within the local or regional area, in order to assess the effectiveness, readiness, and suitability of LEMC / REMC and Emergency Operations Centre (EOC) response and recovery plans.  **Objectives**   1. Ensure LEMC / REMC and EOC procedures are established for effective heatwave response. 2. Assess the scope and effectiveness of heatwave procedures to handle diverse scenarios. 3. Confirm that all relevant stakeholders are familiar with the heatwave response procedures. 4. Identify gaps or weaknesses in LEMC / REMC and EOC procedures for heatwave scenarios. 5. Verify alignment of LEMC / REMC and EOC procedures with the updated NSW State Heatwave Sub Plan. 6. Identify training, skills, or capability gaps among LEMC / REMC and EOC members. 7. Identify resource and logistical gaps within LEMC / REMC for heatwave response readiness. |
| 0910 | Introductions by participants – name, day-to-day role, emergency management role |
| 0915 | **Scenario**  This exercise is based on a heatwave event impacting a large region, including the LEMC or REMC area conducting the exercise. It will explore the LEMCs / REMCs coordinated response to various scenarios related to the warning, preparation, impact, and immediate recovery phases of a heatwave emergency.  Over the course of the exercise, participants will examine these phases as they unfold over several days, collaborating to discuss response strategies and actions for each phase in alignment with relevant emergency procedures and protocols applicable to the LEMC or REMC. |
| 0940 | Scenario background – setting the scene  Co-present the general idea and special ideas with the combat agency. |
| 0945 | **Special Idea 1**  **Tuesday 10 December:** The Bureau of Meteorology (BOM) issues an official Heatwave Warning for severe heatwave conditions forecasted from Friday, 13 December, to Monday, 16 December. The warning encompasses most of the state, including your Emergency Management Committee area. Temperatures are projected to reach 43°C daily throughout the warning period, with overnight lows not expected to drop below 25°C.  **Suggested Trigger Questions**   1. What steps should the LEMC/REMC take to ensure clear and timely public messaging about the heatwave warning, particularly for vulnerable groups and at-risk communities? 2. How can the LEMC/REMC work with functional areas and supporting agencies to ensure coordinated preparations for the anticipated impacts of consecutive days of extreme heat? 3. What key resources and logistical considerations should be addressed now to ensure adequate support during the heatwave, including medical, water supply, and cooling facilities? 4. What actions can be taken to encourage community preparedness ahead of the heatwave, particularly for high-risk groups such as the elderly, people with disabilities, and outdoor workers? 5. What steps should the designated combat agency take to prepare for the forecasted heatwave, and how can the LEMC/REMC support these preparations to ensure an effective response?   It’s useful to have small groups record responses, particularly if the exercise objectives include developing approaches/plans/procedures or similar. Responses can be recorded on butcher's paper or similar for post-exercise analysis.  **Optional Inject 1**  **Wednesday 11 December** **- Midday:** State Emergency Operations Centre (SEOC) has been advised by Energy & Utility Services Functional Area Coordinator (EUSFAC) that the Australian Energy Market Operator (AEMO) intends to implement load shedding from 1400 hours on Friday 13th Dec. The State Emergency Operations Controller (SEOCON) has requested information from the REOCON/LEOCONs/REMCs regarding areas with sensitive facilities that should be protected from outages  **Suggested Trigger Questions**   1. How would the LEMC/REMC coordinate their response to the SEOCON's request for information regarding sensitive facilities? 2. What processes would you use to identify and prioritise sensitive facilities within your area? 3. What key considerations should be addressed when evaluating the community impact of load shedding, and what implications does the LEMC/REMC need to consider in relation to public messaging?   **Optional Inject 2**  **Thursday 12 December - Afternoon:** Reports begin to emerge that supermarkets across the region have run out of bottled water as residents engage in panic buying. Concerns are raised that some residents and community groups may face shortages of drinking water during the upcoming heatwave.  **Suggested Trigger Questions**   1. What actions can the LEMC/REMC take to address potential drinking water shortages, particularly for vulnerable community groups, and how can they coordinate with local suppliers and agencies to mitigate the impact of panic buying? |
| 1015 | Morning tea |
| 1030 | **Special Idea 2**  **Friday 13 December:** By early afternoon, local hospitals report a surge in presentations for heat-related illnesses, with many facilities in your region exceeding 90% capacity. NSW Ambulance confirms that local units are stretched near their limits, managing a high volume of priority cases. Additional ambulance crews have been redirected from other areas to assist, but wait times for non-urgent cases are significantly increasing.  **Suggested Trigger Questions**   1. What role can the LEMC/REMC play in supporting local hospitals and NSW Ambulance to manage the surge in heat-related illnesses and alleviate pressure on their resources? 2. How can the LEMC/REMC coordinate with functional areas and supporting agencies to facilitate the deployment of additional resources, such as cooling shelters or medical support teams, to ease the strain on healthcare services? 3. What public messaging strategies can the LEMC/REMC implement to help reduce non-urgent presentations to hospitals and ambulance services during the peak of the heatwave? 4. How can the LEMC/REMC identify and address emerging risks in real-time to prevent further escalation of the strain on local healthcare and emergency services?   **Optional Inject 3**  **Friday 13 December - Afternoon:** A large disability group home in the area experiences a power outage after an excavator damages a main power line nearby. An urgent triple-zero call is received from a support worker at the group home, reporting that eight non-ambulant residents with physical disabilities are showing signs of heat illness.  **Suggested Trigger Questions**   1. What immediate actions can the LEMC/REMC take to support the combat agency in responding to the critical situation at the disability group home, and how can they ensure the welfare of residents during the ongoing power outage?   **Optional Inject 4**  **Friday 13 December - Afternoon:** The first load shedding event starts affecting areas at 14:30 , with approximately 4,000 homes, businesses and schools without power.  **Suggested Trigger Questions**   1. What considerations should the LEMC/REMC address in response to the first load-shedding event, particularly regarding the immediate needs of affected homes, businesses, and vulnerable facilities, as well as potential cascading impacts on critical services and vulnerable populations? |
| 1100 | **Special Idea 3**  **Saturday 14 December:** The music festival begins on Saturday morning, with event organisers actively promoting heat awareness messages and implementing measures to keep the crowds cool. Early in the day, a temporary drinking water shortage arises, exacerbated by the bottled water shortage and the depletion of drinking water tanks used to operate sprinklers for the crowd.  Despite this setback, the event initially runs smoothly. However, as the day progresses, the number of attendees presenting to first aid for heat-related conditions steadily increases. By early afternoon, while the onsite first aid team is still managing, the onsite Ambulance Liaison identifies a growing risk that resources could become overwhelmed if conditions worsen.  **Suggested Trigger Questions**   1. What actions can the LEMC/REMC take to support the event organisers and first aid teams in addressing the growing demand for medical resources and drinking water, particularly if conditions escalate further? 2. How should the LEMC/REMC work with the combat agency to prioritise resource allocation for the festival attendees, particularly in light of hospitals nearing capacity and ambulance services being heavily strained?   **Optional Inject 5**  **Saturday 14 December - Evening:** The Ambulance Liaison Officer at the music festival formally notifies the Ambulance Duty Operations Manager that the onsite first aid provider has reached capacity. In the last 30 minutes, they have been inundated with patients, and at least nine critically dehydrated and heat-affected individuals now require urgent hospital transport.  **Suggested Trigger Questions**   1. How can the LEMC/REMC assist in coordinating additional resources or alternative transport options to manage the critically heat-affected patients, given the strain on ambulance services and hospitals?   **Optional Inject 6**  **Saturday 14 December - Evening (Late):** As festival attendees begin leaving town, a major motor vehicle accident (MVA) on one of the main highways results in a complete road closure. Traffic quickly builds, and despite the late hour, there are growing concerns for the welfare of stranded motorists enduring the hot conditions in their vehicles.  **Suggested Trigger Questions**   1. What immediate steps should the LEMC/REMC take to address the welfare of stranded motorists and mitigate risks associated with prolonged exposure to heat while traffic remains gridlocked? |
| 1130 | **Special idea 4**  **Tuesday 17 December:** In the aftermath of the heatwave, the LEMC receives extensive feedback indicating that many locals and visitors felt unprepared for the severity of the event. Numerous reports highlight a lack of awareness regarding practical steps to prepare for prolonged extreme heat exposure.  Community members are calling for enhanced public education initiatives, particularly targeting non-local attendees of large events, to improve readiness and reduce impacts during future heatwave conditions.  **Suggested Trigger Questions**   1. What steps can the LEMC/REMC take to develop and implement a community engagement campaign that raises awareness of heatwave preparedness, particularly for vulnerable groups and non-local attendees of large events? 2. How can the LEMC/REMC effectively capture and document insights from this heatwave to inform future emergency planning and improve the community's resilience to extreme heat events? 3. What practical measures should the LEMC/REMC prioritise to address the gaps identified during this heatwave, and how can they ensure these actions are integrated into future planning and response frameworks?   **Optional Inject 7**  **Sunday 15 December - Morning:** Police and local council receive reports of significant damage to a major road leading out of town, likely caused by the combined effects of extreme heat and heavy festival traffic. Sections of the road have softened, resulting in tyre and undercarriage damage to multiple vehicles. Concerns are raised that other major roads in the area may sustain similar damage.  **Suggested Trigger Questions**   1. What strategies should the LEMC/REMC implement to coordinate and prioritise damage assessments across a wide area, ensuring timely identification of critical infrastructure issues and planning for repairs or mitigations? |
| 1200 | **Review**  Invite participants to complete their feedback sheet individually, then work at their table to identify and then report:  Three things that they discovered (or surprised them) during the exercise   * Three things that work well * Three things that they would do differently * Any questions they would like to answer before they leave   Responses can be recorded on butcher paper or similar for post-exercise analysis. Participants to be also provided with Participant Feedback Form. |
| 1215-1300 | Lunch and depart |