# Appendix 4B – Exercise Evaluation Report

Heatwave Discussion Exercise

Contents

[Appendix 4B – Exercise Evaluation Report 1](#_Toc186620472)

[Exercise [Name] – Evaluation Report 3](#_Toc186620473)

[Executive summary 3](#_Toc186620474)

[Recommendations 3](#_Toc186620475)

[Introduction 4](#_Toc186620476)

[Overview 4](#_Toc186620477)

[Audience 4](#_Toc186620478)

[Scope 4](#_Toc186620479)

[Exercise overview 5](#_Toc186620480)

[Exercise Writing 5](#_Toc186620481)

[Exercise Logistics 5](#_Toc186620482)

[Observations 5](#_Toc186620483)

[Analysis 6](#_Toc186620484)

[Recommendations 6](#_Toc186620485)

[Annexes—Planning and Facilitation Resources 7](#_Toc186620486)

[A—Participant List 7](#_Toc186620487)

[B—Qualitative Data 7](#_Toc186620488)

[C—Quantitative Data 7](#_Toc186620489)

## Exercise [Name] – Evaluation Report

This template is designed to be tailored based on analysis of the exercise feedback sheets and post-exercise debrief with the writing group. Suggested wording is in black, which you may choose to use or amend. Delete or update guidance text in red once complete.

## Executive summary

Exercise [NAME] was held at [VENUE] on [DATE].

The exercise aim was 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.

Its objectives were:

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.

[Analyse the feedback and summarise key findings]

The exercise met / did not meet [DELETE INAPPLICABLE] its objectives.

Overall, participants reported that the exercise was relevant / irrelevant [DELETE INAPPLICABLE] and a good / poor [DELETE INAPPLICABLE] use of their time. The majority agreed / strongly agreed / disagreed / strongly disagreed [DELETE INAPPLICABLE] that the exercise increased their knowledge and understanding of Heatwave emergencies, with [x]% agreeing / disagreeing [DELETE INAPPLICABLE] that they felt more confident in their role during an emergency.

[Highlight any important themes from the free text boxes in the feedback sheets, exercise hot debrief and/or post-exercise writing group debrief]

## Recommendations

The following recommendations are based on the exercise observations and feedback

[INSERT RECOMMENDATIONS BELOW]

1. eg: The LEMC does something
2. eg: The AGENCY does something
3. Etc.

## Introduction

Heatwaves are increasingly frequent and severe hazards in Australia, impacting health, infrastructure, industry, and community resilience. In alignment with the State Emergency Management Committee’s (SEMC) 2024-25 priorities, this Discussion Exercise (DISCEX) provides LEMCs and REMC’s an opportunity to examine the challenges of managing heatwave events.

The exercise aims to strengthen community safety, preparedness, response, and recovery efforts by assessing and enhancing local and regional emergency management arrangements. Specific areas of focus include:

* Suitability, readiness, and effectiveness of local / regional emergency management plans for heatwave scenarios
* Adequacy of resources and logistical arrangements, ensuring LEMCs / REMC’s have the necessary support and infrastructure to respond effectively to heatwave emergencies
* Effectiveness of coordinated emergency response arrangements across agencies
* Coordination across all phases of the response—from initial warnings through active response to the early stages of recovery, addressing both short- and medium-term needs
* Awareness, knowledge, and skills gaps among LEMC / REMC and Emergency Operations Centre (EOC) members, as well as any training needs.

As part of its role in planning for emergencies, the [INSERT NAME] Local / Regional [DELETE INAPPLICABLE] Emergency Management Committee developed and delivered exercise [NAME] at [VENUE] on [DATE] to address issues around heatwaves in the local context.

## Overview

### Audience

Exercise [NAME] was attended by those listed in Annex A – Participant List.

### Scope

This exercise will include LEMC or REMC members as defined in the respective Local or Regional Emergency Management Plan. Designed as a 3 to 4 hour hypothetical discussion-based exercise, it will simulate a heatwave emergency unfolding over several days.

The exercise scenario begins upon receipt of a Heatwave warning by the LEOCON / REOCON and will progress through phases of preparation, impact and immediate response, and short-term recovery. The exercise is designed to focus on EOC operations, with participants operating in a discussion-based context while considering coordination with a simulated combat agency IMT.

In Scope:

* LEMC or REMC coordination, operations, and functionality
* EOC activation and operations
* Community preparedness and public warning processes
* Coordinated agency response
* Implementation of immediate and short-term recovery measures

Out of Scope:

* Testing of higher-tier emergency management coordination functions
* Evaluation of individual agency-specific response procedures
* Specific combat agency IMT functions and operations
* Evaluation of individual combat agency IMT procedures

## Exercise overview

This exercise was conducted as a facilitated hypothetical discussion, where participants responded to evolving emergency scenarios presented with minimal prior notice.

This exercise was based on a heatwave event impacting a large region, including the LEMC or REMC area conducting the exercise. It explored 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 examined these phases, collaborating to discuss response strategies and actions for each phase in alignment with relevant emergency procedures and protocols applicable to the LEMC or REMC.

Participants were able to explore issues in depth and workshop responses to plausible situations. The exercise covered different time periods, from warning through response into recovery.

[Add anything noteworthy about the approach or scenario coming out of feedback or debriefs]

### Exercise Writing

The exercise writing group met [INSERT NUMBER OF] times to prepare the scenario and supporting documents.

[Outline any noteworthy constraints or opportunities for improvement for future exercises]

### Exercise Logistics

The exercise venue was appropriate / inappropriate [DELETE INAPPLICABLE], with adequate parking.

[Outline any noteworthy constraints or opportunities for improvement for future exercises]

## Observations

Outline issues raised during discussions, based on notes taken during the exercise, feedback sheets and debriefs.

Observations are usually linked to one or more implications that logically link to one or more actions – either to sustain, improve or fix. Detailed advice is in the AIDR Lessons Management Handbook

## Analysis

Hold a debrief with the exercise planning team and facilitators as soon as possible after the exercise to collect observations and thoughts. The exercise planning team should convene when participant feedback is available to analyse the exercise, incorporating participant feedback, debrief observations and any other feedback or reflections from the day

The report should address the objectives:

* Were the objectives achieved?
* Do current plans, policies and procedures support effective engagement with spontaneous volunteers?
* What areas require further planning?
* What strengths were identified?
* How might identified resource issues be resolved?
* What could be done differently?

## Recommendations

The report should provide actionable opportunities for improvement and recommendations. Using analysis and observations, outline the related recommendations below.

The following recommendations are based on the exercise observations and feedback

[INSERT RECOMMENDATIONS]

1. eg: The LEMC does something
2. eg: The AGENCY does something
3. Etc.

## Annexes—Planning and Facilitation Resources

### A—Participant List

Include the list of participants (agency / organisation and individuals names) in attendance at the exercise

### B—Qualitative Data

If resources permit, it is useful to transcribe participants’ comments from Appendix 4A - Feedback Sheet

### C—Quantitative Data

If resources permit, it is useful to transcribe participants’ numerical responses Appendix 4A - Feedback Sheet into the Appendix 4C – Evaluation Report Data and produce a graphical summary. The table will update the total responses, percentages, and graph automatically