# Appendix 4B – Exercise Evaluation Report

Heatwave Functional Exercise

## Contents

[Appendix 4B – Exercise Evaluation Report 1](#_Toc186551633)

[Contents 2](#_Toc186551634)

[Exercise [Name] – Evaluation Report 3](#_Toc186551635)

[Executive Summary 3](#_Toc186551636)

[Recommendations 3](#_Toc186551637)

[Introduction 4](#_Toc186551638)

[Aim 5](#_Toc186551639)

[Objectives 5](#_Toc186551640)

[Audience 5](#_Toc186551641)

[Scope 5](#_Toc186551642)

[Exercise Overview 6](#_Toc186551643)

[Exercise Writing 6](#_Toc186551644)

[Exercise Logistics 6](#_Toc186551645)

[Observations 6](#_Toc186551646)

[Analysis 6](#_Toc186551647)

[Recommendations 7](#_Toc186551648)

[Annexes—Planning and Facilitation Resources 7](#_Toc186551649)

[A—Participant List 7](#_Toc186551650)

[B—Qualitative Data 7](#_Toc186551651)

[C—Quantitative Data 7](#_Toc186551652)

## 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 test the real-time response of the LEMC/REMC to a simulated heatwave emergency, in order to evaluate the committee's readiness, preparedness, and capability to manage the hazard effectively.

Its objectives were:

1. Ensure that the LEMC/REMC has procedures in place for managing heatwaves.
2. Evaluate the adaptability and flexibility of LEMC/REMC team members in responding to challenging or unexpected developments during the exercise.
3. Verify that the structure of any activated organisation (e.g., EOC) aligns with procedures and is logical, clearly structured, and communicated to all involved.
4. Evaluate participants' knowledge and awareness of emergency management, hazard specific and EOC procedures.
5. Assess participants' knowledge, skills, and abilities in operating within an EOC.
6. Evaluate the effectiveness of decisions and actions in response to challenging and complex scenarios.
7. Assess the suitability and adequacy of facilities, venues, and resources available during the exercise.
8. Identify knowledge, skill, and capability gaps among LEMC/REMC members and develop action plans to address these gaps.
9. Test interagency communication and coordination during the response.

[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 a significant and increasing threat across Australia, with the potential to severely impact public health, critical infrastructure, and community resilience. In response to the rising frequency and intensity of heatwave events, it is essential for LEMCs and REMCs to evaluate their ability to effectively manage such emergencies in real time.

This functional activation exercise addresses the following identified needs:

* **Gaps in Preparedness:** There is a need to test and improve local and regional emergency plans for heatwave scenarios, focusing on their effectiveness in managing complex, real-time emergencies. This exercise provides an opportunity to evaluate the practicality and adaptability of current response protocols and identify potential areas for enhancement.
* **Capability Assessment:** Ensuring the adaptability and readiness of LEMC/REMC members in managing complex and evolving scenarios is essential. This exercise provides an opportunity to practise and assess their ability to apply emergency procedures effectively and adapt to dynamic situations in a simulated environment.
* **Interagency Coordination:** Effective management of heatwave events relies on seamless communication and collaboration among multiple agencies. This exercise provides an opportunity to evaluate interagency protocols, ensuring that communication and information flow effectively support coordinated emergency management.
* **New Risks and Requirements:** Changes in climate patterns, increased urbanisation, and community vulnerabilities have elevated the risk profile for heatwaves. This, combined with updates to the Heatwave Sub Plan, underscores the need to validate procedures, resource allocation, and overall readiness in a controlled, simulated environment.
* **Heatwave Sub-plan Alignment:** With the recent revision and update of the NSW State Heatwave Sub-plan, this exercise provides LEMCs and REMCs an opportunity to test their emergency management arrangements against the new policy framework. It allows participants to validate their understanding and application of the updated sub-plan in a practical, real-time scenario, ensuring alignment with current state-level guidance.

By conducting this exercise, LEMCs and REMCs will gain valuable insights into their readiness and effectiveness in managing heatwave emergencies, identify areas for improvement, and strengthen their overall capability to protect lives, infrastructure, and communities during such events.

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 included LEMC or REMC members as defined in the respective Local or Regional Emergency Management Plan. Designed as a 4-6 hours functional exercise, it simulated a heatwave emergency unfolding over the course of a partial EOC shift.

The scenario begins with an EOC shift change, starting with a briefing from the outgoing night shift. Led by the LEOCON/REOCON, the EOC team will initiate shift operations and respond to emerging complexities in real time.

In Scope:

* LEMC or REMC coordination, operations, and functionality
* EOC activation and operations
* Community preparedness and public warning processes
* Coordinated agency and functional area 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 functional activation style exercise, designed to test and practise key emergency management functions, including command, planning, and coordination.

Participants responded in real time to scenario information presented as it would be during an actual emergency, using established communication channels such as phone, email, or web-based incident management systems.

Functional activation exercises are particularly well-suited to testing the readiness and adaptability of LEMCs, REMCs, and EOCs. This exercise format enables participants to:

* Practice decision-making and procedural application in a controlled, simulated environment.
* Assess the interaction of EOCs with external agencies and stakeholders.
* Focus on coordination and control without requiring the deployment of external field resources.

[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 from Appendix 4A - Feedback Sheet into the Appendix 4C – Evaluation Report Data sheet and produce a graphical summary. The table will update the total responses, percentages, and graph automatically