# Heatwave Discussion Exercise – Exercise Plan

[Insert Exercise Name]

Contents

[Heatwave Discussion Exercise – Exercise Plan 1](#_Toc186617964)

[Exercise [Name] - Exercise Plan 4](#_Toc186617965)

[Background 4](#_Toc186617966)

[Need 4](#_Toc186617967)

[Overview 5](#_Toc186617968)

[Participants 5](#_Toc186617969)

[Aim 5](#_Toc186617970)

[Exercise Objectives & Standards / Measures 5](#_Toc186617971)

[Exercise Scope 7](#_Toc186617972)

[Exercise Outline 7](#_Toc186617973)

[Exercise Name 7](#_Toc186617974)

[Exercise Type 7](#_Toc186617975)

[Scenario 8](#_Toc186617976)

[Proposed delivery 8](#_Toc186617977)

[Governance and Management Structure 8](#_Toc186617978)

[Exercise Control 9](#_Toc186617979)

[Exercise Briefings 9](#_Toc186617980)

[SMEAC Format 10](#_Toc186617981)

[Exercise Termination 10](#_Toc186617982)

[Public information 10](#_Toc186617983)

[Evaluation Plan 10](#_Toc186617984)

[Purpose of Evaluation 10](#_Toc186617985)

[Process of Evaluation 11](#_Toc186617986)

[Data Collection & Observation 11](#_Toc186617987)

[Data Analysis 11](#_Toc186617988)

[Exercise Debriefs 11](#_Toc186617989)

[Exercise Report 12](#_Toc186617990)

[Budget 12](#_Toc186617991)

[Co-contributions 12](#_Toc186617992)

[Unspent Funds 13](#_Toc186617993)

[Anticipated Expenses 13](#_Toc186617994)

[Timeline 13](#_Toc186617995)

[Points of Contact 14](#_Toc186617996)

[Approval 14](#_Toc186617997)

[Attachments 15](#_Toc186617998)

[Exercise Outputs 15](#_Toc186617999)

[Exercise Program 15](#_Toc186618000)

[EXCON Staff Responsibilities 16](#_Toc186618001)

[Exercise Briefings and Debriefings 18](#_Toc186618002)

[Roles & Responsibilities Checklist 21](#_Toc186618003)

## Exercise [Name] - Exercise Plan

### Background

The 2024-25 Emergency Management Exercise Program, established by the Premier’s Department, aims to support local and regional preparedness through multi-agency exercises aligned with State Emergency Management Committee (SEMC) priorities. This program enhances emergency response capability across New South Wales by promoting continuous improvement in emergency management through practical exercises, strategic inter-agency coordination, and information sharing.

The SEMC focuses on advancing state-wide emergency management policy, enabling improved cooperation across agencies, and driving the evaluation of training and exercises. Region and Local Emergency Management Committees (REMCs and LEMCs) play a key role in supporting this mission by organising and evaluating emergency exercises that foster coordination and readiness at regional and local levels.

In the 2024-25 Financial Year, the program specifically targets three SEMC-endorsed exercise priorities: tsunami, heatwave, and cyber emergencies. Each priority tests different response capabilities, with tsunami and heatwave exercises focusing on local and regional impacts, and a state-level cyber emergency exercise addressing the complexities of cyber incidents. The program also incorporates lessons from the recent Emergency Volunteering Review, emphasising preparedness for informal or spontaneous volunteers.

The Premier’s Department provides exercise materials and financial support for REMCs and LEMCs to run exercises aligned with these priorities. Through this program, participating committees will strengthen local and regional emergency management capabilities, focusing on practical readiness for real-world challenges.

### Need

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.

### Overview

This exercise will provide insights into the challenges of managing a coordinated LEMC or REMC response to a heatwave, focusing on the readiness and effectiveness of local emergency plans and resources. It aims to identify areas for improvement in planning, response coordination, and knowledge gaps within the LEMC or REMC, supporting enhanced resilience and response capability.

The target audience is government and non-government agencies that would normally be part of an LEMC, REMC or EOC.

## Participants

Participants in this exercise will include members of the LEMC or REMC and representatives from participating organisations as defined in the area’s Local or Regional Emergency Management Plan. Participants include, but are not limited to:

* Local Emergency Operations Controller (LEOCON) / Regional Emergency Operations Controller (REOCON)
* Local Emergency Management Officer (LEMO) / Regional Emergency Management Officer (REMO)
* LEMC / REMC Combat and Supporting Agency Representatives, as relevant to the area, including:
* NSW Ambulance
* NSW Rural Fire Service
* Fire & Rescue NSW
* NSW State Emergency Service
* Marine Rescue NSW
* VRA Rescue
* Surf Life Saving Australia
* Functional Area Coordinators and Representatives
* Other Stakeholders as deemed appropriate by the LEMC / REMC

## Aim

To evaluate LEMC/REMC arrangements for responding to a heatwave within the local area, in order to assess the effectiveness, readiness, and suitability of LEMC/REMC and Emergency Operations Centre (EOC) response and recovery plans.

[Insert additional or alternate aim as required]

## Exercise Objectives & Standards / Measures

1. Ensure LEMC / REMC and EOC procedures are established for effective heatwave response.
2. LEMC/REMC identifies and references the relevant local or regional emergency plan
3. Actions are implemented in alignment with the relevant local or regional emergency plans

[Insert additional standard measures as required]

1. Assess the scope and effectiveness of heatwave procedures to handle diverse scenarios.
2. Relevant emergency procedures provide clear guidance to support decision-making in dynamic and evolving emergency situations
3. Procedures enable actions and decisions that are practical, adaptive, and realistic in response to the unfolding emergency

[Insert additional standard measures as required]

1. Confirm that all relevant stakeholders are familiar with the heatwave response procedures.
2. All participants and stakeholders are aware of the relevant emergency plans and know where to access them

[Insert additional standard measures as required]

1. Identify gaps or weaknesses in LEMC / REMC and EOC procedures for heatwave scenarios.
2. Procedural gaps are identified and documented in the relevant evaluation collection tools

[Insert additional standard measures as required]

1. Verify alignment of LEMC / REMC and EOC procedures with the updated NSW State Heatwave Sub Plan.
2. All participants are aware of the updated Heatwave Sub Plan, including the designation of NSW Ambulance as the combat agency
3. Responses, actions, and decisions during the exercise align with the methodology and content of the updated Heatwave Sub Plan

[Insert additional standard measures as required]

1. Identify training, skills, or capability gaps among LEMC / REMC and EOC members.
2. Training, skills and capabilities gaps among LEMC/REMC members are identified and documented during the exercise
3. Communication gaps among LEMC/REMC members are identified and documented during the exercise
4. Any delays or inefficiencies in response actions are observed and recorded for further analysis
5. Decision-making challenges under simulated emergency conditions are identified and logged by evaluators
6. A method or plan for addressing identified shortfalls is proposed and documented

[Insert additional standard measures as required]

1. Identify resource and logistical gaps within LEMC / REMC for heatwave response readiness.
2. Resource or logistical shortfalls, such as equipment or personnel limitations, are noted in relevant evaluation tools
3. A method or plan for addressing identified shortfalls is proposed and documented

[Insert additional standard measures as required]

## Exercise 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 Outline

### Exercise Name

[To be determined by the relevant LEMC/REMC]

### Exercise Type

This exercise will be conducted as a facilitated hypothetical discussion, where participants will respond to evolving emergency scenarios presented with minimal prior notice. Guided by a skilled facilitator, participants will engage in group discussions to address challenging situations, allowing for an assessment of their decision-making abilities, operational knowledge, and procedural effectiveness.

The facilitator will introduce thought-provoking questions and unexpected developments to steer the discussion, fostering a shared understanding of emergency strategies and procedures. This format is well-suited to a group discussion, ideal for an LEMC or REMC-sized team. Effective preparation and an experienced facilitator are essential to ensure meaningful outcomes.

### 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.

### Proposed delivery

The exercise is proposed for delivery on [DATE] at [VENUE].

Discussion exercise will be conducted by an appropriate facilitator from the LEMC/REMC. Consideration should be given to the facilitator being from NSW Ambulance as the combat agency.

The attached facilitators guide, and resources are to be used to conduct the exercise.

## Governance and Management Structure

An exercise planning group will be established that includes:

* emergency management committee representatives
* the combat agency with responsibility for the scenario hazard
* council representatives with a lead role in recovery arrangements
* other key stakeholders as appropriate.

The planning group will be chaired by [INSERT NAME] from [INSERT AGENCY NAME].

Agencies who will be participating in the exercise include:

* [INSERT NAMES OF PARTICIPATING AGENCIES]

The exercise is targeted at stakeholders who are typically members or representatives of a Local or Regional Emergency Management Committee, including local councils, state agencies, and non-government organisations.

Proposed agencies/participants:

* Local council representatives, including Local Emergency Management Officers
* NSW Police, including the Local Emergency Operations Controller (LEOCON) or Regional Emergency Operations Controller (REOCON) and Regional Emergency Management Officers (REMO)
* State Government Combat and Support Agencies
* Functional Area Coordinators and/or Functional Area Representatives

### Exercise Control

Exercise Control (EXCON) Roles are listed below. See appendix below for responsibilities of each of the below roles.

|  |  |
| --- | --- |
| **Role** | **Assignee** |
| Exercise Director | [INSERT NAME] |
| Exercise Planning Coordinator | [INSERT NAME] |
| Exercise Controller | [INSERT NAME] |
| Exercise Facilitator | [INSERT NAME] |
| Logistics Coordinator | [INSERT NAME] |
| Exercise Evaluation Coordinator | [INSERT NAME] |
| Exercise Evaluators | [INSERT NAME/S] |

### Exercise Briefings

Before beginning the exercise, the following groups should be briefed:

* Participants
* Evaluators

Additional briefings may also be necessary, depending on the exercise setup:

* Safety Briefing
* Observer Briefing
* Role Player Briefing

Briefings should be delivered by someone with in-depth knowledge of the exercise and its intended outcomes, such as the Exercise Controller or a designated representative.

Briefings can take place immediately before the exercise or during the preparation phase, provided there isn’t an extended gap that could cause attendees to forget critical information.

All briefings should follow the SMEACS format and, at a minimum, cover:

* Exercise aim and objectives
* Scenario overview (without revealing specific surprises or injects, unless essential for the group)
* Relevant roles and responsibilities for the group being briefed
* Copies of any relevant documents

### SMEAC Format

**Situation:** A summary of the current circumstances, including relevant background information and context.

**Mission:** A clear and concise statement of the task or objective to be achieved.

**Execution:** The plan detailing how the mission will be accomplished, outlining strategies, tactics, and specific tasks.

**Administration and Logistics:** Information on support elements such as resources, supplies, personnel, and logistical considerations necessary for the operation.

**Command and Communications:** Details about the command structure, reporting lines, and communication protocols to ensure coordination among all parties involved.

**Safety:** Identification of potential hazards and safety measures to protect personnel and assets during the operation.

## Exercise Termination

The exercise will conclude once the facilitator reaches the end of the DISCEX presentation and all topics have been discussed.

The exercise is designed to run for a maximum of four hours. If the presentation is not completed within this timeframe, the Exercise Controller may choose to either end the exercise early or extend it to complete the remaining content.

## Public information

Responsibility for media engagement (both real and simulated) during the emergency exercise rests with the LEMC / REMC, coordinated through the Public Information Functional Area (PIFA). When real or simulated media involvement is anticipated as part of an exercise, it is recommended that PIFA be actively involved in both the planning and conduct phases to ensure effective communication management.

In cases where combat and support agencies anticipate media engagement as part of their exercise roles, agency representatives should coordinate with their respective media departments and consider involving agency media personnel in the exercise.

Regardless of anticipated media activity, all participating organisations are advised to inform their internal media departments about the exercise to facilitate smooth communication and alignment.

## Evaluation Plan

### Purpose of Evaluation

The primary purpose of exercise evaluation is to assess both the effectiveness of the exercise and how well it met its stated aims and objectives.

A rigorous evaluation process enables planners and operational managers to systematically enhance future exercises, as well as related procedures, processes, and operational initiatives. Through observation, data collection, analysis, and reporting, evaluation transforms insights gained from the exercise into practical improvements for future operations.

Exercise evaluation involves a series of post-exercise activities focused on:

* Gathering feedback and assessing the conduct of the exercise
* Collecting insights on participant experiences
* Evaluating the achievement of exercise objectives
* Transferring lessons learned into lesson management systems

### Process of Evaluation

To facilitate a smooth and effective evaluation, an Exercise Evaluation Coordinator should be appointed prior to the exercise. The Coordinator’s primary role is to manage the overall evaluation process and lead the team of evaluators.

One or more evaluators should be appointed to assist with data collection and observation throughout the exercise. The number of evaluators required will depend on the exercise cohort size and the volume of data to be gathered. For smaller groups, the Exercise Coordinator may take on both evaluator and coordinator roles (see Attachment: EXCON Staff Responsibilities for the full list of Coordinator and Evaluator responsibilities).

### Data Collection & Observation

Data and observations will be gathered during and after the exercise using the following tools:

* Participant Feedback Form
* After-Action Review Debrief Forms
* Evaluator’s Observation Checklist

Templates for these forms are provided in the Exercise Evaluation Plan. EXCON staff may implement additional data collection methods as appropriate.

### Data Analysis

Upon completing the exercise, evaluators will return all completed data collection tools to the Exercise Evaluation Coordinator. The Coordinator will then compile and analyse the collected data and observations, documenting insights and lessons in the analysis tables within the Evaluation Plan.

### Exercise Debriefs

An essential component of a successful exercise is the ability to debrief the activities of the conduct phase. A series of debriefs will be required at the conclusion of an exercise. Depending on the scale of the exercise these may include:

* informal ‘hot’ debrief (immediately post-exercise) for:
* Participants
* EXCON
* formal debriefs for:
* role players
* organisation-specific debrief
* a formal multi-organisation debriefs involving all participants and EXCON team members
* exercise management debrief.

In all cases the debrief must be planned and communicated to all those who need to be involved.

During the debrief process, detailed information is collected at a lower level, with that information contributing to higher-level and subsequent debriefs.

Refer to the accompanying ‘Exercise Evaluation Plan’ for the AAR Debrief Observation Form.

### Exercise Report

Following data analysis, the Coordinator will prepare an exercise report on behalf of the Exercise Director, summarising key findings and lessons learned.

The final exercise and evaluation reports are to be submitted to the Premier’s Department and will contribute to the annual State Lessons Analysis process.

For a small exercise there may be one evaluator who produces a one-page report. For a large exercise there may be several individual evaluator reports that need to be analysed and summarised into the final exercise report.

The Exercise Evaluation Coordinator may be asked to draft the exercise report. Exercise reports should be produced to effect change and improvements. Reports do not have to be extensive to achieve that. Exercise reports should clearly identify areas or issues to be improved. They should include enough context for each issue or provide links to that context. If opportunities for improvement or recommendations are identified, they can be included.

The Exercise Director is responsible for finalising the exercise report and then sending it to those responsible for resolving the opportunities for improvement or recommendations that have been identified.

Refer to the accompanying ‘Exercise Evaluation Plan’ for the Exercise Report template.

Any collateral generated from the exercise (e.g., photos, videos, case studies) should also be provided to the Premier’s Department to support a shared resource cache for agency reference and use.

## Budget

The 2024-25 Emergency Management Exercise Program has funding allocated for the 2024-25 Financial Year.

LEMCs and REMCs can apply for funding up to $2,000 (ex GST) per discussion exercise under a reimbursement model.

Funding outside of this scope may be considered by the Premier’s Department and subject to negotiations direct with the proponent.

### Co-contributions

Co-contribution is encouraged. Applicants should identify the funding and other in-kind support they propose to allocate and identify if there are contributions from another source (e.g. agency budgets, government grant programs, etc). This should be referenced in the application.

Any co-contribution is considered in addition to the funding provided by the Premier’s Department.

### Unspent Funds

Where LEMCs and REMCs will not require reimbursement of the full allocation of funds identified in the expression of interest process, they are to notify the Premier’s Department by mid-May 2025.

### Anticipated Expenses

Anticipated expenses associated with the conduct of the exercise may include, but not be limited to:

|  |  |
| --- | --- |
| Expense | Responsible Entity |
| Venue Hire | LEMC / REMC |
| Catering | LEMC / REMC |
| Staffing | Individual Agencies / Organisations |
| Travel & Accommodation | Individual Agencies / Organisations |
| Exercise Materials & Documentation | LEMC / REMC |
| Simulated Media & Public Information | LEMC / REMC |
| External Exercise Facilitator (if required) | LEMC / REMC |

## Timeline

Outline the proposed timeline for the exercise.

|  |  |  |
| --- | --- | --- |
| Category | Responsible | Due by |
| Concept | [INSERT NAME OF RESPONSIBLE PERSON] | [INSERT DUE DATE] |
| Planning | [INSERT NAME OF RESPONSIBLE PERSON] | [INSERT DUE DATE] |
| Conduct | [INSERT NAME OF RESPONSIBLE PERSON] | [INSERT DUE DATE] |
| Evaluation and reporting | [INSERT NAME OF RESPONSIBLE PERSON] | [INSERT DUE DATE] |

## Points of Contact

Include person’s name, work area, phone and email.

|  |  |  |
| --- | --- | --- |
| Name | Position | Contact Details |
| [INSERT NAME] | [INSERT POSITION] | [INSERT CONTACT DETAILS] |
| [INSERT NAME] | [INSERT POSITION] | [INSERT CONTACT DETAILS] |
| [INSERT NAME] | [INSERT POSITION] | [INSERT CONTACT DETAILS] |
| [INSERT NAME] | [INSERT POSITION] | [INSERT CONTACT DETAILS] |

## Approval

|  |  |
| --- | --- |
| Approved / Not Approved | Approved / Not Approved |
| \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Name  Title | Name  Title |
| Date | Date |

## Attachments

### Exercise Outputs

The outputs from the exercise conduct and evaluation phases may include:

|  |  |
| --- | --- |
| **Conduct Phase** | **Evaluation Phase** |
| * Participant learning * Organisational learning * LEMC learning * Debriefing * Post exercise report * Observations capture * Lessons identified * Procedure evaluation | * Exercise report * Stakeholder feedback * Inputs into lessons management processes * Actions arising from exercise reports are passed to responsible individual / organisations |

### Exercise Program

| Date | Task |
| --- | --- |
| [INSERT DATE] | Exercise collateral developed |
| [INSERT DATE] | Expressions of interest open |
| [INSERT DATE] | Expressions of interest close |
| [INSERT DATE] | Exercises held |
| [INSERT DATE] | Acquittals including exercise and evaluation reports due |

### EXCON Staff Responsibilities

#### Exercise Director

* Appoints Exercise Control Staff and Evaluation Coordinator
* Facilitates exercise planning including time, date, style, scenario and scope
* Facilitates development of all documents including Concept Plan, Master Schedule of Events, Risk Management Plan, Participant Instructions, Control Staff Instructions and Evaluation Plan
* Ensures the exercise stays within scope
* Coordinates the funding, resources, catering, and agencies
* Authorises alterations to the planned program
* Coordinates and prepares the Final Evaluation Report
* Only authorised person to start, suspend or conclude the exercise

#### Exercise Controller

* Manages Master Schedule of Events for the exercise event site
* Manages all Exercise activities relative to the exercise event site
* Ensures adequate opportunities exist to achieve exercise and agency objectives
* Manages safety and risk in accordance with approved plans
* Simulates activities not performed by participants
* Assists and contributes to debriefs
* Contributes to the Exercise Evaluation Report

#### Exercise Planning Coordinator

* Assists in the development of exercise objectives, scope, and scenarios
* Supports the creation of key documents (Concept Plan, Master Schedule, Participant Instructions)
* Identifies and assesses potential risks
* Ensures all planning aligns with the exercise goals and maintains realistic scenarios

#### Exercise Facilitator

* Leads the exercise discussion and guides participants through the scenario
* Poses questions and prompts to encourage active engagement and critical thinking
* Maintains the flow of the exercise, ensuring discussions stay within scope and timeframe
* Provides clarifications on exercise scenarios and objectives as needed
* Observes participant responses and interactions for evaluation purposes
* Coordinates with the Exercise Controller on any required adjustments during the session

#### Exercise Evaluation Coordinator

* Appoint and coordinate exercise evaluators
* Provide briefings, guidance, and support to evaluators
* Facilitate after-action reviews, including hot and formal debriefs
* Collate feedback and evaluation reports from both participants and evaluators
* Prepare the exercise evaluation report on behalf of the Exercise Director

#### Exercise Evaluators

* Appointed by Exercise Director or Controller
* No responsibility for the mechanics of the exercise
* Watches and listens to the exercise
* Be fully briefed and know agency objectives and key performance indicators
* Measures and evaluates if activities occur in the right place, at the right time and involve the right people
* Assesses whether exercise objectives are being met
* Makes notes to assist the debrief and Evaluation Report
* Assists or leads the hot debrief for their agency after the exercise
* Assists and contributes to the formal debrief

#### Logistics Coordinator

* Liaises with venue owners or operators
* Coordinates catering and welfare requirements
* Arranges transport of participants and equipment
* Commissions construction of props, models or other elements required for the scenario
* Procures additional equipment, consumables, and resources (e.g. lighting, portable toilets)
* Sets up registration or administration areas for exercise control.

[INSERT ADDITIONAL RESPONSIBILITIES AS REQUIRED]

### Exercise Briefings and Debriefings

#### Briefings

Use the table below to document each planned briefing, specifying the type of briefing, target audience, presenter, and scheduled timing. This will help ensure all briefings are organised and delivered as planned.

|  |  |  |  |
| --- | --- | --- | --- |
| **Briefing Type** | **Target Audience** | **Presenter** | **Scheduled Timing** |
| eg. Pre-Exercise Briefing | All participants | John Smith | Immediately before exercise |
| [INSERT BRIEFING TYPE] | [INSERT TARGET AUDIENCE] | [INSERT PRESENTER NAME] | [INSERT SCHEDULED TIMING] |
| [INSERT BRIEFING TYPE] | [INSERT TARGET AUDIENCE] | [INSERT PRESENTER NAME] | [INSERT SCHEDULED TIMING] |
| [INSERT BRIEFING TYPE] | [INSERT TARGET AUDIENCE] | [INSERT PRESENTER NAME] | [INSERT SCHEDULED TIMING] |
| [INSERT BRIEFING TYPE] | [INSERT TARGET AUDIENCE] | [INSERT PRESENTER NAME] | [INSERT SCHEDULED TIMING] |
| [INSERT BRIEFING TYPE] | [INSERT TARGET AUDIENCE] | [INSERT PRESENTER NAME] | [INSERT SCHEDULED TIMING] |

All briefings should be delivered using the SMEACS briefing format

|  |  |
| --- | --- |
| **Section** | **Content** |
| Situation | Provide a brief overview of the current situation or context that necessitates action or response.  eg; "A fire has broken out in the facility’s kitchen area, requiring an evacuation and activation of emergency response procedures." |
| Mission | Clearly state the objective or purpose of the operation or response.  eg: "The mission is to ensure all personnel evacuate safely and assess the effectiveness of emergency response procedures." |
| Execution | Outline specific tasks, roles, and the sequence of actions expected to achieve the mission.  eg: "Personnel will follow assigned evacuation routes, report to assembly points, and respond to communications from the control team." |
| Administration & Logistics | Detail logistical arrangements, including available resources, equipment, and other support requirements.  eg: "The designated assembly area will be in the parking lot, with first aid kits and radios distributed to team leaders." |
| Command & Control | Define who is in charge, clarify the command structure, and specify reporting lines and communication protocols.  eg: "The Incident Commander is in charge; all team leaders report to them, and communication will occur over designated radio channels." |
| Safety | Highlight safety precautions, potential risks, and any procedures to ensure participant safety.  eg: "Use marked evacuation routes only. The term ‘No Duff’ will be used to indicate a real emergency. First aid is available on-site if needed." |

#### Debriefs

Use the table below to document each planned debrief, specifying the type of debrief, target audience, presenter, and scheduled timing. This will help ensure all debriefs are organised and delivered as planned.

|  |  |  |  |
| --- | --- | --- | --- |
| **Debrief Type** | **Target Audience** | **Presenter** | **Scheduled Timing** |
| eg. Hot AAR Debrief | Exercise participants | John Smith | Immediately after exercise termination |
| [INSERT DEBRIEF TYPE] | [INSERT TARGET AUDIENCE] | [INSERT PRESENTER NAME] | [INSERT SCHEDULED TIMING] |
| [INSERT DEBRIEF TYPE] | [INSERT TARGET AUDIENCE] | [INSERT PRESENTER NAME] | [INSERT SCHEDULED TIMING] |
| [INSERT DEBRIEF TYPE] | [INSERT TARGET AUDIENCE] | [INSERT PRESENTER NAME] | [INSERT SCHEDULED TIMING] |
| [INSERT DEBRIEF TYPE] | [INSERT TARGET AUDIENCE] | [INSERT PRESENTER NAME] | [INSERT SCHEDULED TIMING] |
| [INSERT DEBRIEF TYPE] | [INSERT TARGET AUDIENCE] | [INSERT PRESENTER NAME] | [INSERT SCHEDULED TIMING] |

### Roles & Responsibilities Checklist

|  |  |
| --- | --- |
| **Role** | **Checklist** |
| Exercise Director | **Before Exercise**   * Approve exercise aim, objectives, and key documentation. * Confirm and authorise budget and resources with stakeholders. * Appoint and authorise all EXCON roles, including the Exercise Facilitator. * Finalise and communicate the exercise date, time, and venue to all stakeholders. * Confirm communication protocols with key stakeholders and external agencies to ensure alignment. * Review the scenario with the Exercise Planning Coordinator. * Schedule a high-level briefing for senior leaders or stakeholders on objectives, scenario, and expected outcomes. * Authorise any required changes to the exercise program or plan.   **During Exercise**   * Authorise commencement, termination, or suspension of the exercise as needed. * Supervise the conduct phase to ensure alignment with objectives. * Monitor participant engagement and authorise adjustments as necessary. * Coordinate real-time adjustments with EXCON and facilitators as needed.   **After Exercise**   * Confirm that debriefs and evaluation processes are completed. * Review, approve, and submit the final exercise report to the Premier’s Department, ensuring all findings and recommendations are included. * Verify that all funding reimbursement requests and required documentation are submitted to the relevant authorities.   [Insert additional items as required] |
| Exercise Controller | **Before Exercise**   * Review and understand the Exercise Scenario and timing of activities. * Confirm site-specific activities align with objectives and ensure resources are prepared. * Familiarise yourself with the safety and risk management plan. * Plan and prepare simulations for non-participant activities as required. * Ensure all relevant parties are briefed, delivering pre-exercise briefings if needed.   **During Exercise**   * Oversee and manage the timing and execution of the exercise, adjusting as necessary. * Monitor exercise activities to ensure alignment with objectives, adjusting flow as needed. * Actively manage site safety, responding to incidents according to the risk plan. * Simulate activities not performed by participants as required. * Facilitate participant engagement to meet exercise and agency objectives.   **After Exercise**   * Participate in debrief sessions, providing feedback on exercise flow and participant engagement. * Contribute observations and insights to the Exercise Evaluation Report. * Complete and submit safety and incident reports for any incidents during the exercise. * Assist in facilitating and leading debriefs as needed.   [Insert additional items as required] |
| Exercise Planning Coordinator | **Before Exercise**   * Develop and finalise the detailed exercise plan. * Confirm roles, responsibilities, and appointments within the EXCON structure. * Finalise all required documents (evaluation plans, injects, scenarios). * Complete the scenario and injects, ensuring all elements are fully developed and aligned with objectives. * Distribute essential documents (exercise plans, participant handbooks, role assignments) to all participants and controllers in advance. * Coordinate pre-exercise briefings and distribute exercise materials. * Establish and confirm a clear communication plan among participants, EXCON, and evaluators. * Conduct a risk assessment and prepare necessary documentation.   **During Exercise**   * Coordinate with the Exercise Controller on inject timings and scenario adjustments as needed.   **After Exercise**   * Participate in debrief and evaluation processes.   [Insert additional items as required] |
| Exercise Facilitator | **Before Exercise**   * Review the scenario, objectives, and prompts to guide participant discussions. * Review the exercise presentation and suggest any necessary changes or updates.   **During Exercise**   * Lead discussions and guide participants through each scenario phase. * Pose questions and prompts to encourage engagement and critical thinking. * Keep discussions on track, within scope, and aligned with the exercise timeframe. * Provide clarifications on scenarios and objectives as needed. * Coordinate with the Exercise Controller on any necessary adjustments.   **After Exercise**   * Contribute observations and insights to debrief and evaluation processes.   [Insert additional items as required] |
| Exercise Evaluation Coordinator | **Before Exercise**   * Assign evaluators to specific exercise components, ensuring full coverage. * Brief and train evaluators on observation techniques and assessment criteria. * Distribute evaluation tools, including observation templates and data collection methods. * Conduct a pre-exercise calibration meeting to review objectives, standards, and scoring criteria. * Prepare feedback mechanisms (e.g., feedback forms, debrief sessions) for gathering insights. * Identify key observation points at the venue and station evaluators strategically.   **During Exercise**   * Support and coordinate evaluators, providing resources and assistance as needed. * Oversee observation collection to ensure validity and consistency with evaluation standards.   **After Exercise**   * Ensure after-action reviews (AARs) and debriefs are conducted, leading them as required. * Collate and analyse evaluator reports to identify key findings and improvement areas. * Draft the final exercise report, consolidating observations, feedback, and recommendations.   [Insert additional items as required] |
| Exercise Evaluators | **Before Exercise**   * Review exercise objectives, evaluation criteria, and assigned focus areas. * Familiarise yourself with observation tools and data collection methods.   **During Exercise**   * Observe participant actions and interactions according to assigned objectives. * Record observations accurately, focusing on performance, decision-making, and communication. * Coordinate with the Evaluation Coordinator for any needed clarification or guidance.   **After Exercise**   * Conduct debriefs as required. * Submit completed observation notes and any supporting documentation. * Participate in debrief sessions, sharing insights and feedback on observations.   [Insert additional items as required] |
| Logistics Coordinator | **Before Exercise**   * Book the venue, ensuring it meets all setup requirements. * Arrange catering based on participant needs and confirm service details. * Send invites and agendas to all participants with event details and expectations. * Confirm all technical requirements (audio-visual aids, communication devices). * Prepare props and any special equipment needed for the exercise. * Visit the venue to confirm setup, ensuring equipment (projectors, seating, staging areas) is in place. * Arrange clear signage to direct participants, observers, and evaluators to appropriate areas. * Arrange inventory supplies, such as name badges, safety equipment, notepads, and pens. * Confirm transportation and parking arrangements, providing relevant information to participants.   **During Exercise**   * Open and prepare the venue, ensuring all areas are ready for use. * Confirm catering has arrived, is laid out, and is maintained throughout the event. * Address any logistical needs as they arise to support the smooth flow of activities.   **After Exercise**   * Participate in debrief sessions, providing insights on logistics and venue setup. * Contribute feedback and observations to the evaluation report.   [Insert additional items as required] |