

EXERCISE EQUUS



**Animals in Emergencies
State Support Plan Discussion Exercise**

Post Exercise Report



Insert name of agency

Author(s) given and surname names, title, post-nominal, agency and position within agency

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EXEMPLAR

1. EXECUTIVE SUMMARY

Overview

Agency X has the role and responsibility for coordinating the provision of Animal welfare Services in Emergencies (State Emergency Management Policy statement 5.9.7).

The Interim State Support Plan – Animal welfare in Emergencies (the Plan) was conditionally endorsed by the Response Capability Subcommittee (RCS) on the 5 February 2019.

08 Mar 2019 'The Plan' was endorsed by the State Emergency Management Committee (SEMC), as an interim plan, subject to the following conditions:

- In conjunction with the SEMC Business Unit, validate the Plan through a multi-agency Exercise within six (6) months of SEMC approval. At a minimum this Exercise must identify the roles and resources available to support the plan and the appropriateness of the engagement procedures contained within;
- Based on the Exercise findings, and any other input, review and amend the Plan as required before the 2019 bushfire season (1 November 2019). Note: Final review dated as within nine (9) months of SEMC approval. SEMC Business Unit have agreed to condense consultation timeframes.

The Plan is the first WA approved plan outlining the arrangements for Animal welfare in Emergencies. There is a recognised need to bring together key organisations (principally relevant members of the All Hazards Liaison Group and the Committee for Animal welfare

The Exercise was designed to allow participants to work through the scenario as a collective group with mentoring and advice provided by the SEMC Business Unit, Department of Fire and Emergency Services (DFES) and the lead agency.

This methodology and process will enhance awareness of the operational aspects, in addition to drawing out key policy limitations with respect to coordinating and resourcing a response to a significant animal welfare incident. The learnings will be captured as lessons identified and where appropriate reflected in a revised Plan.

Insights

- Evaluators were of the view that the Exercise scenario was too operationally focussed which distracted players from considering the broader strategic issues. This made it very difficult to evaluate the specific objectives arising from a strategic State Support Plan.
- The Exercise scenario did not allow for adequate exploration/discussion and subsequent evaluation of some of the Exercise KPIs.
- Local government animal welfare resources were continually able to be utilised which indicated sound planning and preparation by the LGA. This however did not allow for the State's resources to be fully assessed in the Exercise as the LGAs capacity had not been fully exhausted.
- It was unclear which roles or groups the Exercise participants and observers were playing throughout the Exercise.
- Valuable awareness of the State Support Plan – Animal welfare in Emergencies and potential animal welfare issues was gained by the HMA representative.
- The Facilitator also held the role of Incident Controller, which provided good awareness of potential animal welfare issues that could arise, however the IC role may have been more useful as a participant in the discussion Exercise. From a practical perspective however, the detailed 'operational' components and injects in the Exercise were a valuable learning tool that was very

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useful in raising the awareness of Exercise players of the complexities and issues that would arise (and the sequence of events) during a real incident. With the approaching fire season, it would have been valuable if more DFES ICs attended the Exercise to gain an appreciation of the issues and an awareness and understanding of the SSP-AWE.

Lessons identified for action

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2. TABLE OF LESSONS LEARNT

#	Capabilities	Exercise Objectives	Insight	Lessons Identified	Required Action	Responsibility	Target Date
01	Emergency Response/Command, Control & Coordination	The State Support Plan – Animal welfare in Emergencies response arrangements are [engaged] / [activated]	Activation of the Plan occurred, however the process was not clearly described during the Exercise.	The activation process needs to be more clearly defined	Clarify the activation process in the SSP	Agency X	1 November 2019
02	Insert capability and / or core capability	Specific statement describing what should be achieved	A deduction drawn from the evidence (observations) collected.	A conclusion with based on insight analysis.	A viable course of action that can either sustain a positive action or address an area for improvement.	Who has responsibility for addressing the issue?	Time frames for the action to be taken.
03	Insert capability and / or core capability						
04	Insert capability and / or core capability						
05	Insert capability and / or core capability						
	Add or delete additional as needed						

3. THE EXERCISE

Overview

The (lead agency) has the role and responsibility for coordinating the provision of Animal welfare Services in Emergencies (State Emergency Management Policy statement 5.9.7).

The Interim State Support Plan – Animal welfare in Emergencies (the Plan) was conditionally endorsed by the Response Capability Subcommittee (RCS) on the 5 February 2019.

08 Mar 2019 'The Plan' was endorsed by the State Emergency Management Committee (SEMC), as an interim plan, subject to the following conditions:

- In conjunction with the SEMC Business Unit, validate the Plan through a multi-agency Exercise within six (6) months of SEMC approval. At a minimum this Exercise must identify the roles and resources available to support the plan and the appropriateness of the engagement procedures contained within;
- Based on the Exercise findings, and any other input, review and amend the Plan as required before the 2019 bushfire season (1 November 2019). Note: Final review dated as within nine (9) months of SEMC approval. SEMC Business Unit have agreed to condense consultation timeframes.

The Plan is the first WA approved plan outlining the arrangements for Animal welfare in Emergencies. There is a recognised need to bring together key organisations (principally relevant members of the All Hazards Liaison Group (AHLGA) and the Committee for Animal welfare in Emergencies (CAWE)

The Exercise was designed to allow participants to work through the scenario as a collective group with mentoring and advice provided by the SEMC Business Unit, Department of Fire and Emergency Services (DFES) and the lead agency.

This methodology and process will enhance awareness of the operational aspects, in addition to drawing out key policy limitations with respect to coordinating and resourcing a response to a significant animal welfare incident. The learnings will be captured as lessons identified and where appropriate reflected in a revised Plan.

Exercise Aim

The Aim of the Exercise was to evaluate the Animal welfare in Emergencies State Support Plan arrangements so relevant lessons can be identified, captured and reflected where appropriate in a revised Plan prior to the 2019 natural hazard season.

Exercise Objectives

The objectives of the Exercise focussed on four core elements of the State Support Plan. These were: How the plan is Activated, the internal and external communications processes and the roles and responsibilities in respect to managing resources.

Activation of the State Support Plan

1. In accordance with the State Support Plan, assess the agency's animals in emergencies activation processes

Engagement Procedures

2. To validate the agency's internal communications, messaging processes and outputs to supporting agencies as per the State Support Plan
3. To assess the agency's external communications, messaging processes and outputs to the public as per the State Support Plan

Roles and Resources

4. In accordance with the State Support Plan, demonstrate the agency's capacity and capability to manage stakeholder roles and resources in respect to:
 - a) Provide support and advice on the transportation for evacuating animals
 - b) Identify the availability of locations to house evacuated animals
 - c) Manage displaced or stray animals
 - d) Manage volunteers and donated goods
 - e) Assist owners and carers to obtain restricted access permits
 - f) Assess and triage impacted animals
 - g) Identify/administer treatment to impacted animals
 - h) Perform/assist with transportation for the humane euthanasia of affected animals
 - i) Advise on/arrange for the disposal of deceased animals
 - j) Identify/provide emergency food/water/shelter to affected animals
 - k) Identify and reunite animals with their owners or carers.

Scope

The Exercise focussed on the notification, activation and co-ordination of key agencies under the Plan, to understand current capacity, capability and agencies roles and functions in the preparedness and response stages to a fire event impacting animal welfare.

Recovery aspects of the Plan were out of scope and will be considered as part of the Committee's for Animal welfare in Emergencies (CAWE) ongoing body of work as endorsed by the SEMC in May 2019.

Lead Agency

Insert the name of the lead agency

Exercise Style/Type

Facilitator led Discussion Exercise

Evaluation Methodology

This Exercise benchmarked and aligned the Exercise objectives and performance measures with the Emergency Management Capability Framework. The net benefit of structuring the Exercise in this fashion is to provide measurable outputs against a state-wide and accepted framework.

Under the current State Support Plan – Animal welfare in Emergencies, the Department for Primary Industries and Regional Development is responsible for coordinating the provision of animal welfare services to support the owner or carer or local arrangements for the animal categories of livestock, horses and companion animals.

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The Exercise focussed on the notification, activation and co-ordination of key agencies under the Plan, to understand current capacity, capability and agencies roles and functions in the preparedness and response stages to a fire event impacting animal welfare. Recovery aspects of the Plan will be considered as part of the Committee's for Animal welfare in Emergencies ongoing body of work as endorsed by the SEMC May 2019 and were out of scope for this Exercise.

The role of the evaluators was to assist in the planning, preparation, conduct and reporting of the evaluation. The evaluators were the primary data collectors and analysers of the collected evidence and have contributed their findings to the Exercise report.

The evaluation was conducted by members of the SEMC Business Unit. Lead Evaluators were

- XXX
- XXX

Assisted by:

- XXX
- XXX

Evaluators were supplied with Evaluation Data collection templates in accordance with the new State EM Exercise Framework specific to their evaluation objectives and observed and evaluated responses to each objective.

Data collection for the evaluation of the Exercise was made by direct observation of the Exercise and analysis of the discussion responses. Each objective had KPI's associated with them that the evaluators used to identify trigger points or confirmed courses of action.

The Exercise was recorded, and minutes were taken. Evaluators recorded findings on the provided data collection sheet and formulated and reported on findings using the Evaluators report template.

Exercise Scenario

The scenario for the Exercise centred around a bushfire starting in the Jarrahdale State Forest, east of Byford (longitude -32.218, latitude 116.163). This area falls under the Shire of Armadale. The fire spreads south west into the Shire of Serpentine - Jarrahdale. The area is state forest and comes under the control of the Department of Biodiversity, Conservation and Attractions (DBCA) who will initially be the HMA for the incident. This Exercise commenced at the stage where the incident has been handed over to the Department of Fire and Emergency Services (DFES) as HMA. DFES then works with the other agencies and local governments to enact appropriate plans.

The Exercise takes place over approximately 9 - 12 hours of real time (spread over two days) which has been compressed into approximately 4 hours of Exercise time. The fire occurs in late December with mild weather conditions on the first day which worsen on the second day of the fire. The area the fire initially burns through is heavily wooded where access by firefighting appliances is not possible and only water bombing operations can be used to attack the fire. Fuel loads in the area are very high as no fire has impacted on the area in 10+ years.

It is the intention of this Exercise to test the 'State Support Plan – Animal welfare in Emergencies' regarding its activation and identified communication networks and strategies. As such, while the

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Incident Controller may direct resources to fighting the fire, for the purpose of this Exercise the effectiveness of suppression activities is minimal until the fire has spread outside of the state forest.

The area to the west of the fire contains numerous farms, horse studs, properties with brand, feedlots and other primary industry. The welfare for the livestock in this area is covered under the 'State Support Plan – Animal welfare in Emergencies', with the Department of Primary Industries and Regional Development as the responsible agency.

4. THE CAPABILITY AND LESSONS MANGEMENT APPROACH

Western Australia has developed the SEMC Emergency Management Capability Framework as a framework to assess preparedness within Western Australia. There are seven (7) capability areas and thirty-three (33) core capabilities. Each core capability area is underpinned by an 'achievement objective'. The Emergency Management Capability Framework is the primary vehicle used to collect agency data which informs the State's Annual Emergency Preparedness Report.

This Exercise benchmarked and aligned the Exercise objectives and performance measures with the Emergency Management Capability Framework and evaluated it in accordance with the Lessons Management Framework.

The national lessons management process of observations, insights and lessons (OIL) will be utilised to analyse the collected data. This process uses the following stages:

- *Data triangulation*: grouping similar observations from multiple sources such as interviews, behaviours observed and documents.
- *Data coding*: labelling or 'coding' observation groups into common themes found in the State Capability Framework.
- *Data pattern recognition or trend analysis*: exploring observations coded to a theme and identifying patterns or trends (e.g. similarities and differences across multiple stakeholders / observations)
- *Data interpretation*: interpreting the pattern or trend to determine the insight that summarises that content and/or root cause

Insights occur when there are multiple observations and pieces of evidence which have a similar root cause. Generally, a minimum of three observations or pieces of evidence (across multiple sources) will be used for each insight.

Lessons are identified when there are multiple insights and pieces of evidence highlighting a trend across the data. A lesson identified is a viable course of action based on the analysis of one or more insights that can either sustain a positive action or address an area for improvement. Again, three insights or pieces of evidence (across multiple sources) should be utilised for each lesson identified unless an individual insight is of potential high risk.



Lessons Management has been adopted nationally and by SEMC for WA, through the [Australian Institute for Disaster Resilience](#) (AIDR). Further information on Lessons Management can be found in the AIDR's [Lessons Management Handbook](#).

5. DETAILED FINDINGS

CAPABILITY	
Capability area	Emergency Response
Core Capability	Command, Control and Coordination
Capability Achievement Objective	Pre-established and well understood protocols and structures exist that define the interrelationships between stakeholders during an event and facilitate effective command, control and coordination.

Exercise Objective 1: Activation - Demonstrate the engagement procedures to activate the response arrangements in State Support Plan – Animal welfare in Emergencies.

Partially Achieved

Objective 1 KPI 1 - The State Support Plan – Animal welfare in Emergencies response arrangements are [engaged] / [activated]. – Performed with some challenges

Activation of the Plan occurred, however the process was not clearly described during the Exercise.

Validation of the following engagement/activation methods:

The IC makes a request to the OASG agency representative

- Facilitator/IC confirmed to some evaluators that for this scenario he would have made a request to the agency OASG Rep, however this information was not clearly understood by the larger group. Some evaluators were unable to assess how the activation occurred.

Notification to the agency Animal welfare Emergencies Number

- Director of Sustainability and Biosecurity confirmed that through situational awareness of the event, she would be on alert for a potential activation request through this number.

The agency recommends activation of plan to IC.

- Not discussed during the Exercise, however when the group was prompted to provide any concerns with the 3 methods, no concerns were raised.

Other arrangements: Not discussed.

- If a request is made to the agency, how is the engagement/activation approved?
- While not described within the State Support Plan, this was described during panel discussion. The Director of Sustainability and Biosecurity would approve activation of the plan if a request was made through the agency OASG representative.

Objective 1 KPI 2 – The agency coordinates the internal activation procedures - Unable to assess

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Unable to evaluate as internal agency procedures were unknown to evaluators. The agency did not provide their Operational Plan. As such, evaluators could not assess the linkages with the SSP-AWE.

- a. The agency provides a representative to the OASG at the request of the Incident Controller Activation of the DPRID rep was unclear as the scenario assumed there was an agency representative already sitting on the OASG – **Unable to assess**
- b. The agency will initiate the internal Incident Management System which may necessitate the establishment of an organisational structure, specific to the management of the welfare of animals in the emergency.
- c. The agency OASG rep discussed activation of internal IMS which is aligned with the AIIMS framework. Additional comments were made to consider the need for additional sectors to be included within this internal structure, such as volunteer coordination, donations management, and wildlife. – **Performed without challenges**
- d. The agency determines if a local Animal welfare Coordinator (Local AWC) is required. Scenario did not lead to the discussion of a local Animal welfare Coordinator. It was unclear if this position would have been required – **Unable to assess**
- e. The Local AWC remains as an ongoing point of local contact and will liaise with the SAWEC to determine what additional support is required. No Local AWC discussed - **Unable to assess**

Insight(s)

- Agency command, control and coordination procedures are understood internally, however not captured within the SSP.
- Agency representative undertook multiple roles within State level Emergency Management (EM) arrangements. These roles were not understood by the evaluators during the Exercise and are not clearly described within the SSP.
- The role a Local Animal welfare Coordinator would play in an incident was not discussed.
- The agency is reliant on situational awareness from Department Fire & Emergency Services (DFES) regarding the event. It is not clear how DFES provides this situational awareness to the agency as the agency are not regularly invited to the Operational Preparedness Briefings.
- Terminology within the SSP regarding the 'Engagement procedure' was inconsistent with terminology across the section which refers to 'Activation'.
- Procedures were unclear regarding the approval authority to activate the resources and support described within the SSP.
- Procedures for IC inviting agencies providing Animal welfare to sit on operational groups were not discussed.
- Valuable awareness of the State Support Plan – Animal welfare in Emergencies and potential animal welfare issues was gained by Hazard Management Agencies (HMA)

Lesson(s) Identified *Detail what can be fixed, what needs to remain the same, and / or what do we need to do more of.*

Action item	Urgency	Impact	Feasibility	Priority
Insert action item	Moderate	Moderate	Moderate	Moderate

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Responsibility	Agency X
Target date	Date to complete actionable items
Management comment	<p>The key objective to activate the State Support Plan was achieved, however several of the Key Performance Indicators (KPIs) were not able to be assessed as the injects and flow of the Exercise did not allow for these issues to be properly explored and discussed.</p> <p>Internal agency processes are understood quite well by agency personnel as evidenced during the Exercise discussion, however they are not described in the State Support Plan, which did not allow for assessment of internal processes.</p>

CAPABILITY	
Capability area	Emergency Response
Core Capability	Command, Control and Coordination
Capability Achievement Objective	Pre-established and well understood protocols and structures exist that define the interrelationships between stakeholders during an event and facilitate effective command, control and coordination.
CAPABILITY	
Capability area	Emergency Response
Core Capability	Agency Interoperability
Capability Achievement Objective	Effective and interoperable communication systems (including incident management systems) exist to allow seamless communications during an emergency.

Exercise Objective 2: <i>Validate the internal communications, messaging processes and outputs to supporting agencies as per the State Support Plan: Partially Achieved.</i>
<p>Observations</p> <p>Objective 2 KPI 1 – The agency provides initial situational awareness to the Committee for Animal welfare in Emergencies (CAWE) members. – Performed with some challenges</p> <ul style="list-style-type: none"> Upon notification (MSE 006), SAWEC discussed sending an initial notification email to CAWE to inform of the Catastrophic fire period.

- CAWE would recommend to members to maintain situational awareness and to inform networks of the impending situation.
- KPI was performed, however the action differed from the desired outcome as was suggested by the Exercise planning team. The desired outcome to hold a teleconference with the CAWE was discussed later in the scenario when the fire had escalated and there were several road closures announced (MSE 012).
- No mention of how the activation of other agencies and the CAWE would occur (email SMS WebEoc etc)

Objective 2 KPI 2 – The agency notifies CAWE members of decision to convene the Animal welfare Emergency Group – **Performed without challenges**

- CAWE notified of plan activation and activation of the AWEG at the appropriate time. Note: It was unclear which members were included on the AWEG initially.
- Extensive list of CAWE membership, wasn't clear on how the initial situational assessment was broadcasted to members

Objective 2 KPI 3 – The agency provides continued situational awareness reports to the Committee for Animal welfare in Emergencies (CAWE) members. – **Unable to assess**

- SAWEC discussed maintaining situational awareness through Emergency WA, however continued situational awareness to the CAWE was not discussed. Only initial notification to CAWE discussed. No situation reports discussed for CAWE or AWEG.
- No regular planned sitrep times stated.

Objective 2 KPI 4 – The agency may transition some of the CAWE members into an Animal welfare Emergency Group (AWEG) – **Unable to assess**

- Transition into AWEG not discussed, however Chair of AWEG / agency OASG rep engaged the observers (members of the CAWE) throughout the Exercise to request resources.
- AVA, WA Horse Council, WALGAA, and RSPCA offered responses to the Chair's request for resources, which may have shown the transition onto the AWEG.
- No formal process for transitioning of CAWE members to AWEG was described

Insight(s)

- *Agency command, control and coordination procedures are understood internally, however not captured within the SSP.*
- *Agency representative undertook multiple roles within State level EM arrangements. These roles were not understood by the evaluators during the Exercise and are not clearly described within the SSP.*
- *Situational awareness was promptly provided to the CAWE regarding the activation of the SSP, however ongoing situational awareness reporting to CAWE was not clearly described during the Exercise.*
- *SAWEC provided key role of seeking out and maintaining situational awareness.*
- *The process for request or transition of CAWE members to join the AWEG was not clearly described during the Exercise or within the SSP.*

Lesson(s) Identified *Detail what can be fixed, what needs to remain the same, and / or what do we need to do more of.*

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Action item	Urgency	Impact	Feasibility	Priority
Insert action item	Choose an item.	Choose an item.	Choose an item.	Choose an item.
Responsibility	Agency, department, person			
Target date	Date to complete actionable items			
Management comment	Management comments			

CAPABILITY	
Capability area	Community Involvement
Core Capability	Alerts & Warnings, Public information
Capability Achievement Objective	Messages to communities at all stages of emergency management are planned, coordinated, prompt, reliable and actionable.

Exercise Objective 3: Validate the external communications, messaging processes and outputs to the public as per the State Support Plan - **Achieved**

OBSERVATIONS

Objective 3 KPI 1 – The agency integrates with HMA/Controlling agency public information – **Performed without challenges**

- The agency communications representative provided a sound understanding of the integration of public information.
- An agency public information officer will assist the HMA/Controlling Agency Public information function in developing talking points or information releases on animal welfare emergency arrangements.
- The agency mentioned pre-existing relationships with DFES Communications team. Would engage with DFES Communications to provide messaging that directs the public to the agency website for information regarding animal welfare

Objective 3 KPI 2 - Establish communications with key industry and stakeholder contacts and identify any actions they are taking or concerns – **Performed without challenges**

- No evidence provided of an internal agency Operational Plan. Is there an Operational plan with a detailed list of stakeholders?
- Establish communications with key industry and stakeholder contacts and identify any actions they are taking or concerns.
- CAWE networks used to initially provide awareness to key industry and stakeholder groups. Further communication would be released through the agency website.

Objective 3 KPI 3 - Communication is developed and released for the public evacuating with domestic animals – **Performed without challenges**

- To provide consistent messaging, communication regarding public evacuating with domestic animals was also sent out through the AWEG to send to networks.

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- Liaise with DFES media, LGAA Communications officer, use of social media. Importance of consistent messaging.
- There was robust discussion on how this would occur in partnership with DFES
- Recommend the agency establish a call centre (separate to DFES) for significant AWE

Objective 3 KPI 4 - Coordination is established and maintained between agency and local government – **Performed without challenges**

The agency PIO discussed liaising with the Local government communications staff throughout the Exercise scenario to provide consistent messaging to the public.

Insight(s)

- Animal welfare stakeholder networks provided appropriate support and consistent messaging regarding animal welfare public information.
- Consistent coordination of public information occurred between agency, DFES and local government prior to the release of information.
- The agency liaised with stakeholders prior to taking action to provide a coordinated approach.
- Strong relationships and process exist between the DFES and the agency Public information functions.

Lesson(s) Identified Detail what can be fixed, what needs to remain the same, and / or what do we need to do more of.

Action item	Urgency	Impact	Feasibility	Priority
Insert action item	Choose an item.	Choose an item.	Choose an item.	Choose an item.
Responsibility	Agency, department, person			
Target date	Date to complete actionable items			
Management comment	Management comments			

CAPABILITY	
Capability area	Insert Capability Area i.e. Governance
Core Capability	Insert Core Capability i.e. EM Plans
Capability Achievement Objective	Insert Capability Achievement Objective

Exercise Objective 4:
Insert Exercise objective Refer to page 18-19 of the Guideline

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Insight(s) Detail what worked and / or what didn't. Why?				
Lesson(s) Identified Detail what can be fixed, what needs to remain the same, and / or what do we need to do more of.				
Action item	Urgency	Impact	Feasibility	Priority
Insert action item	Choose an item.	Choose an item.	Choose an item.	Choose an item.
Responsibility		Agency, department, person		
Target date		Date to complete actionable items		
Management comment		Management comments		

6. CONCLUSION

Summary of Exercise findings

Highlights:

- Preparedness is crucial for Animal welfare especially regarding local/owner/carer level emergency and evacuation planning.
- Local governments are acutely aware of local resources and needs, however local resources and planning can vary greatly across the State.
- Coordination between all agencies providing public information is crucial to effective external communications and consistent messaging.

Issues parked for further discussion/exploration:

- The process to get remote access permits (Include technology, time frames, prescriptive/bespoke) was not well understood by participants or observers and requires further clarification.
- Provision to declare an Animal welfare Emergency under Animal welfare Act – may simplify and clarify issues surrounding the emergency euthanasia of animals, particularly horses.
- Management of spontaneous volunteers – other groups ie. Volunteers WA
- Include Animal welfare in AIIMS – where does it belong in the AIIMS structure? Operations or Logistics?
- Further clarity required on the management & coordination of Animal welfare/volunteers
- How does the agency coordinate and communicate advice contained in Traffic Management plans?

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- Inclusion of an Animal welfare Division within DFES Incident Control Centre.
- Further clarity required on the management of donations of feed and large items. What areas can be used to store and drop off? Who coordinates, organises and manages this function?
- Inclusion of AW assessment while DFES conduct impact assessments under RAPs
- Companion animals in evacuation centres – policy is out of date and advice provided to public is inconsistent with today’s views. MLA writing to Minister to raise concerns that policy needs to be made more community friendly.
- Registration of animals moved to ‘safe’ area by authorities ie. Girls walking horses in affected area. Police evacuate girls and place horses in vacant paddock. Are there liability issues regarding the responsibility of the animals? Who is responsible for them?
- Notification to districts including surrounding districts
- Recommendation made for LEMA contacts list to include vets and processes to contact 24/7

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APPENDIX A: EXERCISE PARTICIPANTS

Agency	Surname	Name
DFES – Deputy Commissioner Strategy & EM (open Exercise)		
DPIRD Deputy Director Sustainability & Biosecurity		
Exercise Director (Exec Manager SEMC Business Unit)		
Exercise Director (DPIRD Ex Dir Bio Security & Sustainability)		
DPIRD (State Animal welfare Emergency Coordinator, XO CAWE, Local Animal welfare Coordinator Metro)		
SEMC Senior Policy Officer (EXCON – Evaluation)		
DFES (EXCON-Facilitator)		
DPIRD Emergency Management Operations (EXCON)		
DPIRD Emergency Management Policy (EXCON)		
DFES State Emergency Management Exercise Framework (EXCON - Evaluation)		
DPIRD Exercise EQUUS Lead		
DPIRD Public information Officer		
WAPol (EOU representative)		
Dept. of Communities		
Shire of Jarrahdale (EXCON Liaison context)		
Department of Biodiversity, Conservation and Attractions		
Western Australian Local government Association (WALGAA – Proxy for Melissa Pexton)		
Australian Veterinary Association (AVA)		
Royal Society for the Prevention of Cruelty to Animals WA (RSPCA)		
Kimberley Pilbara Cattlemen's Association (KPCA)		
DPIRD Director Animal welfare Regulation		
Dept of Health		
Dept of Transport		

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APPENDIX B: RISK REFERENCE TABLE

		Likelihood				
		Rare	Unlikely	Possible	Likely	Almost Certain
Consequence	Insignificant	Low	Low	Low	Moderate	Moderate
	Minor	Low	Low	Moderate	Moderate	High
	Moderate	Low	Moderate	Moderate	High	High
	Major	Moderate	Moderate	High	High	Extreme
	Catastrophic	Moderate	High	High	Extreme	Extreme

APPENDIX C: ADDITIONAL APPENDICES AS APPLICABLE

- Appendix D – Exercise – Presentation V6 Final Sep 2019.pptx
- Appendix E – Exercise – Fire Spread Maps.pptx
- Appendix F – Exercise – Evaluation Plan
- Appendix G – Exercise – Evaluation Report
- Appendix H – Exercise – Observation Analysis
- Appendix I – State Support Plan – Animal welfare in Emergencies (Interim)