# Local Emergency Management Committee

## City of Stirling Exercise Dìcheall 2026

Post exercise report – Industry version

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## Exercise Document

**Exercise Dìcheall 2026**

**Post-Exercise Report – Industry version**

## Executive Summary

Exercise Dìcheall 2026 was conducted by the City of Stirling Local Emergency Management Committee (LEMC) to assess the City's ability to operate effectively within a complex, multi-agency emergency environment. Delivered as a two-day functional and field exercise, it tested arrangements for incident coordination, public information, evacuation and relief, animal welfare in emergencies and recovery coordination. The exercise was designed to evaluate the City's capability to integrate with the Controlling Agency and supporting organisations and to identify areas for further development across critical emergency management functions.

The exercise was undertaken on 3 and 4 May 2026 across two locations within the City of Stirling. Day one focused on incident response and coordination activities, including Incident Support Group (ISG) operations and public information management. Day two focused on community support and recovery functions, including evacuation centre operations, animal welfare management, local recovery coordination and the establishment of a Recovery Hub. The exercise involved City personnel, Local Emergency Management Committee member agencies, supporting organisations, observers and community role players, and was managed in accordance with the Western Australia Managing Exercise Guideline.

Exercise Dìcheall provided a valuable opportunity to test local emergency management arrangements in a realistic, multi-agency environment encompassing response, community support, animal welfare and recovery activities. The exercise successfully brought together local government, emergency services, support organisations, community representatives and observers to strengthen collaboration, enhance interoperability and support capability development across the emergency management sector.

The exercise also demonstrated the value of structured exercise planning, strong stakeholder engagement and realistic community participation in building preparedness and organisational resilience. The lessons and good practice insights identified through the exercise are intended to support ongoing emergency management capability development and strengthen collaboration across partner agencies and organisations.

This Industry version of the report is intended to support knowledge sharing across the emergency management sector by providing an overview of the exercise, its objectives, key activities, and the lessons and good practice insights identified through its planning and delivery.

# Introduction

This Post-Exercise Report documents the planning, conduct, evaluation and outcomes of Exercise Dìcheall 2026, undertaken by the City of Stirling LEMC to test local emergency management arrangements in a complex, multi-agency environment. Conducted over two days in May 2026, the exercise evaluated the City's capacity to coordinate with the Controlling Agency and supporting organisations, support public information and warnings, assist evacuation and relief arrangements, manage animal welfare considerations, and lead recovery-related activities.

This report sets out the exercise context, objectives, participating organisations and principal activities, and provides an overview of the exercise and the broader lessons identified through its planning and delivery. The report is intended to support knowledge sharing, capability development and continued collaboration across the emergency management sector.

# Background

Prior to Exercise Dìcheall, the City of Stirling most recently tested its Local Emergency Management Arrangements (LEMA) in February 2025 through Exercise Crux, which assessed risks associated with a hostile act in a crowded public place and tested multi-agency preparedness and recovery capability. The most recent statutory review of the City's LEMA was completed in June 2022, with subsequent amendments updating emergency resources, local government roles and responsibilities, LEMC membership responsibilities, arrangements for at-risk and vulnerable groups, the Local Recovery Plan, and related emergency management arrangements.
Approval to test the LEMA was subsequently obtained, together with funding under the All West Australians Reducing Emergencies (AWARE) Program, under the capability-based exercise stream.

Exercise Dìcheall was facilitated in May 2026 to test the City of Stirling's ability to effectively engage with and support other emergency management agencies through participation in Incident Support Group activities, implementation of the Animal Welfare in Emergencies Plan, support to the Controlling Agency in the provision of public information, activation and support of an evacuation centre, facilitation of Local Recovery Coordination Group meetings, and establishment of a Recovery Hub to assist community recovery across the City of Stirling.

# Exercise management

Exercise Dìcheall was managed through the framework provided by the State Emergency Management Committee's Western Australia Managing Exercise Guideline, following the four phases of exercise management.

**Phase 1 – Concept**

The concept phase establishes the strategic intent of the exercise, including identification of the need, appointment of the Exercise Director, stakeholder engagement and development of the Concept Plan for approval.

A concept meeting was convened to confirm the scenario parameters and Controlling Agency arrangements, enabling development of the Concept Plan.

**Phase 2 – Plan**

The planning phase progresses the approved concept into a deliverable exercise, including establishment of an Exercise Planning Team, planning meetings, exercise design and evaluation planning.

Three planning meetings were conducted to formalise the scenario, confirm exercise locations, determine resourcing requirements and validate the exercise injects through a Discussion Exercise.

**Phase 3 – Conduct**

The conduct phase encompasses exercise delivery, including establishment of the Exercise Control (EXCON) Team, participant briefings, execution of exercise activities and facilitation of debriefs.

Exercise Dìcheall was delivered as a functional and field exercise across two locations, with Day 1 focused on response and coordination held at the former ECU Mt Lawley and Day 2 focused on community support and recovery functions at the Tuart Hill Community Centre.

**Phase 4 – Evaluate**

The evaluation phase analyses performance and captures lessons identified, including review of evaluation data, facilitation of debriefs and development of evaluation outputs.

Evaluation activities included analysis of participation feedback, facilitation of a structured ’cold’ debrief and the development of an Evaluation Report and a Post-Exercise Report.

## Exercise aim

The aim of Exercise Dìcheall was to simulate a complex, multi-agency emergency incident requiring activation of local emergency management arrangements to enhance interagency coordination and test operational capability and identify areas for improvement to strengthen preparedness.

The exercise focused specifically on the ability of City of Stirling processes and personnel to integrate effectively with, support and operate alongside others during both response and recovery phases.

## Exercise objectives

Exercise Dìcheall was designed to test activities across the three Capability Elements of the Western Australian State Emergency Management Capability Framework: Response, Cross-cutting and Recovery. Through a realistic multi-agency scenario, the exercise examined incident management, public information, community support, animal welfare and recovery coordination, reflecting the interconnected nature of emergency management.

Consistent with AWARE funding Key Performance Indicators, five Core Capabilities within these Capability Elements were tested and aligned to the exercise objectives as detailed below:

**Objective 1.** Test the ability of the emergency management agencies involved to manage and support the emergency.
**Capability Element:** Response
**Core Capability:** Command, Control and Coordination
**Capability Description:** Establish and maintain command, control and coordination structures and required resources that appropriately integrate emergency responders and critical stakeholders and support the execution of core capabilities, including operational communications.

**Objective 2.** Test the dissemination of public information and warnings to the community relevant to emergency event.
**Capability Element:** Cross-cutting
**Core Capability:** Public Information and Warnings
**Capability Description:** Provide timely, targeted, and tailored information and warnings that enable individuals, communities and businesses to make informed decisions, take protective action, and reduce the potential impacts and consequences of an emergency before, during and after an event.

**Objective 3.** Test the establishment and management of emergency relief and support for the community for the duration of the emergency event.
**Capability Element:** Response
**Core Capability:** Evacuation and Relief Assistance
**Capability Description:** Coordinate the evacuation of displaced or higher risk people to appropriate evacuation centres. Includes community liaison and provision of incident-specific information to impacted community members, the provision of essential services that meet physical, psychosocial and cultural needs of affected people, financial hardship assistance, and the reunification of family separated by an emergency. Provisions to support the evacuation of animals are also considered.

**Objective 4.** Test the establishment and management of animal welfare in emergencies processes for the duration of the emergency event.
**Capability Element:** Recovery
**Core Capability:** Social Recovery
**Capability Description:** Respond to the needs of the community through the provision of services that enable individuals, families and communities to re-establish a sustainable and resilient level of

functioning after an emergency event. This includes services that promote or provide safety, security, shelter, health, and psychosocial wellbeing, as well as the re-establishment of those elements of society necessary for wellbeing.

**Objective 5.** Test the management of recovery related activities relevant to the emergency event.
**Capability Element:** Recovery
**Core Capability:** Recovery Coordination
**Capability Description:** Develop and coordinate activities that build systems and structures to prepare agencies and communities for future disaster recovery events. Coordinate activities across the sector that assist communities to re-establish a sustainable and resilient level of functioning after an emergency over the short, medium, and long-term. Recovery coordination is underpinned by the principles of community-led recovery and disaster risk reduction. Includes assessing community needs; community and stakeholder engagement; coordination of services, resources, and works; management of spontaneous volunteers and donations.

The five key objectives and seven sub-objectives were designed to:

1. Test the ability of the emergency management agencies involved to manage and support the emergency (*and specifically to*) -
   1.1. Test the coordination and liaison between the City of Stirling and the Controlling Agency and with all other agencies involved.
   1.2. Test the ability of the City of Stirling to establish and staff an Emergency Coordination Centre for duration of incident.

2. Test the dissemination of public information and warnings to the community relevant to emergency event (*and specifically to*) -
   2.1. Test the ability of the City of Stirling to provide relevant public information to the local community for duration of incident.

3. Test the establishment and management of emergency relief and support for the community for the duration of the emergency event (*and specifically to*) -
   3.1. Test the ability of the City of Stirling to support the Dept. of Communities to establish and staff evacuation centre/s for duration of incident.

4. Test the establishment and management of animal welfare in emergencies processes for the duration of the emergency event (*and specifically to*) -
   4.1. Test the ability of the City of Stirling to manage animal welfare issues within the affected area for duration of incident.
   4.2. Test the ability of the City of Stirling to manage animal welfare issues at evacuation centres for duration of incident.

5. Test the management of recovery related activities relevant to the emergency event (*and specifically to*) -
   5.1. Test the ability of the City of Stirling to manage recovery related activities for duration of recovery process.

As identified, the key focus of Exercise Dìcheall was on the City of Stirling, through their ability to meet the seven sub-objectives.

## Exercise overview

Exercise Dìcheall was conducted as a combined functional and field-based exercise, delivered over two days across separate locations within the City of Stirling. Day 1 focused on incident response and coordination, while Day 2 addressed community support and recovery activities. An overview of the exercise is outlined below:

Day 1 – Sunday, 3 May 2026 at the former ECU Mt Lawley Campus.
The focus of Day 1 was scenario activation, with injects designed to test Sub-objectives 1.1, 1.2, 2.1 and 4.1. The exercise commenced at 09:00 hrs and concluded at 14:00 hrs, followed by a facilitated 'hot' debrief at completion.

A map of the former ECU Mt Lawley Campus is provided at Attachment D – ECU Mt Lawley Campus.

Day 2 - Monday, 4 May 2026 at the Tuart Hill Community Centre.
The focus of Day 2 was scenario continuation, with injects designed to test Sub-objectives 2.1, 3.1, 4.2 and 5.1. The exercise commenced at 09:00 hrs and concluded at 14:00 hrs, followed by a 'hot' debrief at completion.

A map of the Tuart Hill Community Centre is provided at Attachment E – Tuart Hill Community Centre.

## Exercise scope

Inclusions:
All elements of the City of Stirling Local Emergency Management Arrangements (LEMA) were within scope for the exercise, with injects specifically designed to test each sub-objective, as required.

Exclusions:
While this was a functional and field-based exercise, certain elements were deliberately excluded. These included the use or release of live animals within the scenario, with all animals required to always remain under control.

Additionally, the operational activities of participating agencies such as the real-time establishment of incident management structures and systems, and the deployment and use of operational equipment were not formally assessed, as they were outside the primary intent of the exercise, which focused on evaluating the City of Stirling's capability to achieve the identified sub-objectives.

## Participating organisations and other persons

Key stakeholders involved in the planning and delivery of the exercise included members of the City of Stirling Local Emergency Management Committee (LEMC), with representation from:

- City of Stirling
- Department of Fire and Emergency Services (DFES)
- WA Police Force (WAPF)
- Department of Communities (DoC)
- State Emergency Service (SES)
- St John Ambulance WA (SJA WA)
- Salvation Army (SA)
- Red Cross (RC).

Additional organisations external to the City of Stirling LEMC also actively participated in the exercise, including representatives from:

- ECU Mt Lawley
- City of Vincent
- City of Bayswater
- DFES State Recovery Team
- Channel 7
- Channel 9
- Channel 10.

A number of other organisations attended in an observer capacity across the two-day exercise including:

- City of Nedlands
- City of Perth
- Crowd Control Guy
- Axon
- City of Vincent
- Nationwide Corporate Services.

A number of community volunteers participated across both days of the exercise as role players, undertaking a range of scenario-based activities. These roles included simulated injured persons at the building collapse site, displaced tenants requiring short- and long-term accommodation, community members impacted by the loss of domestic animals, and individuals seeking assistance at the Evacuation Centre.

Some volunteers participated across both days of the exercise, providing continuity between the response and recovery components of the scenario.

## Exercise activities

A total of 12 exercise activities were developed and delivered across the two-day exercise to activate City of Stirling involvement across within different aspects of the scenario, being as follows:

- **Activity 1** – focused on the scenario of a simulated apartment building collapse, with subsequent injured persons to activate emergency services attendance and City of Stirling involvement.
- **Activity 2** – focused on the scenario of a simulated crash of a truck carrying livestock, with subsequent release of animals within the community to activate WAPF attendance and City of Stirling involvement.
- **Activity 3** – focused on the scenario of community members reporting animals within the building collapse to activate City of Stirling involvement.
- **Activity 4** – focused on the scenario of community members with lost domestic animals within the local area to activate City of Stirling involvement.
- **Activity 5** – focused on the scenario of uninjured tenants from the collapsed apartment building requiring triage to identify long-term accommodation support to activate City of Stirling involvement.
- **Activity 6** – focused on the scenario of facilitation of an Incident Support Group meeting to activate City of Stirling involvement, chaired by the DFES Incident Controller.
- **Activity 7** – focused on the scenario of uninjured community members requiring short-term emergency relief and support attending the evacuation centre to activate City of Stirling involvement.
- **Activity 8** – focused on the scenario of uninjured community members requiring short-term emergency relief and support bringing domestic animals to evacuation centre to activate City of Stirling involvement.
- **Activity 9** – focused on the scenario of activation of the Local Recovery Coordination Group and subsequent activities to activate City of Stirling involvement, chaired by the Local Recovery Coordinator.
- **Activity 10** – focused on the scenario of facilitation of a media interview to activate City of Stirling involvement, provided by the Deputy City Mayor.
- **Activity 11** – focused on the scenario of uninjured tenants from the collapsed apartment building requiring short-term emergency relief and support at the evacuation centre, and long-term accommodation to activate DoC management and City of Stirling involvement.
- **Activity 12** – focused on the scenario of the establishment of a Recovery Hub to activate City of Stirling involvement.

Select photographs from these activities are provided as an attachment and may be found at Attachment F – Exercise Photographs.

## Evaluation

With the focus of the exercise designed to test the City of Stirling capability and processes, the focus of the evaluation was on the City meeting the seven sub-objectives as previously identified and was facilitated by the evaluators as part of the EXCON team. No assessment of participating agency activities was undertaken, with any agency-specific evaluation managed by the agencies themselves.

Exercise Dìcheall was evaluated using exercise observations, participant feedback and facilitated debrief processes. Evaluation activities examined exercise performance, exercise management processes across all phases of delivery, and feedback obtained through a structured post-exercise debrief. These activities

were undertaken to support organisational learning, capability development and continuous improvement. Detailed evaluation outcomes and associated recommendations are maintained separately and are not included within this Industry version of the report.

### Emerging themes

In addition to assessing the exercise objectives, the planning, conduct and review of Exercise Dìcheall identified several broader themes relevant to emergency management practitioners and organisations:

- Strong partnerships and relationships
- Collaboration and interoperability
- Recovery leadership and coordination
- Capability development through exercising
- Community participation and engagement
- Organisational resilience
- Regional capability development
- Continuous learning and improvement.

## Lessons learned and good practice insights

Exercise Dìcheall 2026 provided an opportunity to explore contemporary emergency management practices within a realistic, multi-agency environment. While the exercise focused on local emergency management arrangements, a number of broader lessons and examples of good practice emerged that may be relevant to local governments, emergency services, support organisations and recovery partners across Western Australia.

### 1. Strong relationships support effective emergency management

A key lesson reinforced through Exercise Dìcheall was the importance of established relationships between organisations. Effective emergency management is built on trust, communication and a shared understanding of agency roles, responsibilities and capabilities before an incident occurs. Local Emergency Management Committees (LEMCs) play an important role in fostering these relationships, creating networks that support coordinated decision-making and collaboration during emergencies

### 2. Collaboration improves decision-making and community outcomes

The exercise highlighted the value of collaboration between local government, emergency services, State agencies, support organisations and recovery partners. Multi-agency participation strengthened interoperability, encouraged a shared understanding of priorities and enhanced awareness of the resources and capabilities available across the emergency management sector. Strong collaboration supports informed decision-making and contributes to better outcomes for impacted communities.

### 3. Recovery is a core local government function

Exercise Dìcheall reinforced the critical role local governments play in supporting community recovery following emergencies. Recovery leadership, governance, stakeholder engagement and coordinated

service delivery are essential components of community resilience. The exercise demonstrated the value of considering recovery requirements early in an incident and highlighted the importance of maintaining strong recovery arrangements that complement response operations

### 4. Exercising builds capability and confidence

Functional, scenario-based exercises provide a safe and realistic environment to test arrangements, develop skills and build organisational confidence. By simulating operational pressures and requiring participants to work through complex issues collaboratively, exercises support continuous improvement and capability development. They also provide opportunities to strengthen understanding of emergency management processes and responsibilities across participating organisations

### 5. Community participation enhances realism and learning

A notable feature of Exercise Dìcheall was the involvement of community role-players throughout both exercise days. Their participation provided realistic community perspectives, challenged participants to consider a diverse range of needs and expectations, and reinforced the importance of community-centred emergency management. Engaging community members in preparedness activities can strengthen relationships, improve awareness and contribute to more inclusive emergency management arrangements.

### 6. Multi-agency exercises strengthen interoperability

The exercise demonstrated the benefits of bringing together a broad range of agencies to test arrangements in a shared environment. Multi-agency exercising helps organisations better understand how emergency management functions intersect across response, community support, animal welfare and recovery activities. These opportunities support professional development, improve coordination and contribute to stronger sector-wide capability.

### 7. Inclusion of support, animal welfare and recovery functions improves realism

Exercise Dìcheall incorporated community support, animal welfare and recovery activities alongside response-focused operations, recognising that emergencies have impacts extending well beyond the immediate response phase. The inclusion of these functions created a more comprehensive and realistic exercise environment, encouraging participants to consider the diverse needs of affected individuals, families and communities throughout the emergency management lifecycle. It also reinforced the importance of integrating support and recovery considerations into planning and decision-making from the earliest stages of an incident.

### 8. An integrated approach to resilience

The exercise highlighted the increasing interconnection between emergency management, recovery, business continuity, risk management and organisational resilience. Emergency events frequently require a coordinated approach across multiple organisational functions and disciplines. Strengthening alignment between these areas can support more effective preparedness, response and recovery outcomes while enhancing overall organisational resilience.

### 9. Opportunities for regional capability development

Exercise Dìcheall highlighted the value of collaborative capability development across local governments and emergency management partners. Continued investment in multi-agency exercises, regional partnerships and shared learning opportunities can strengthen interoperability, reduce duplication and support preparedness across broader geographic areas. The exercise also demonstrated how collaborative initiatives can provide ongoing opportunities to build and maintain specialist capabilities through practical training and exercising programs.

## Sector relevance

The lessons and good practice insights identified through Exercise Dìcheall provide a practical reference for organisations seeking to strengthen preparedness, interoperability and emergency management capability. Continued investment in multi-agency exercising, collaboration and community engagement will support resilient organisations and communities.

## Acknowledgement

The planning and delivery of an exercise of this scale required a substantial commitment from City of Stirling personnel and supporting stakeholders. The efforts of all staff involved are acknowledged and appreciated. Particular recognition is also due to the community members who volunteered as role players. Their participation added realism to the exercise activities and contributed meaningfully to the development of individual and interagency capability for future emergency events.

## Attachments

Attachments that form part of this Post-Exercise Report – Industry version are listed below and provided on the following pages:

- Attachment A. Exercise Scenario
- Attachment B. Exercise Plan
- Attachment C. Exercise Control (EXCON) Membership
- Attachment D. ECU Mt Lawley Campus
- Attachment E. Tuart Hill Community Centre
- Attachment F. Exercise Photographs
- Attachment G. Evaluation Report *(not included in this version)*
- Attachment H. List of Recommendations *(not included in this version)*

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# Local Emergency Management Committee

## Exercise Document

**Exercise Dicheall 2026**

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**Attachment A. Exercise Scenario**

## General scenario

It is Sunday 03/05/2026. At 0745hrs a strong cold front lashed the Perth metropolitan area, with a tornado impacting multiple suburbs across the City of Stirling, as well as suburbs within the Cities of Vincent and Bayswater. Wind gusts of up to 160kmh and rainfall of 125mm were recorded in areas.

Over 1,200 homes and businesses have lost power, with reports of multiple downed power lines across the affected area. DFES have currently received 59 requests for assistance from across the area due to impacts including storm damage to homes, and a building collapse, across an extended area of impact, with the main area of concern centred on the suburbs of Nollamara, Dianella, Menora, Mt Lawley, and Yokine. Other suburbs including those of Bayswater, Bedford, Morley, North Perth, and Mount Hawthorn have also reported damage. The 132 500 contact centre has been activated to manage all public enquiries.

An apartment building in Mt Lawley has been reported as collapsed, with other buildings also reported as having suffered substantial damage. Residents at a number of aged care facilities have been impacted with structural damage and loss of power, with one in Menora of particular significance.

Injured people at sporting facilities within Mt Lawley due to lightning strikes have been reported.

Major flooding is reported across the suburbs of Yokine and Dianella, impacting water corporation infrastructure and shopping precincts, with reports of sewage flowing across roads and through local residential properties across the area.

Multiple reports of motor vehicle accidents within the affected area have been received, with one involving a commercial vehicle collision in Menora, resulting in the release of an unknown number of livestock including sheep, goats and alpacas across the local area.

Multiple reports of roaming companion animals have also been received.

There are no reported fatalities.

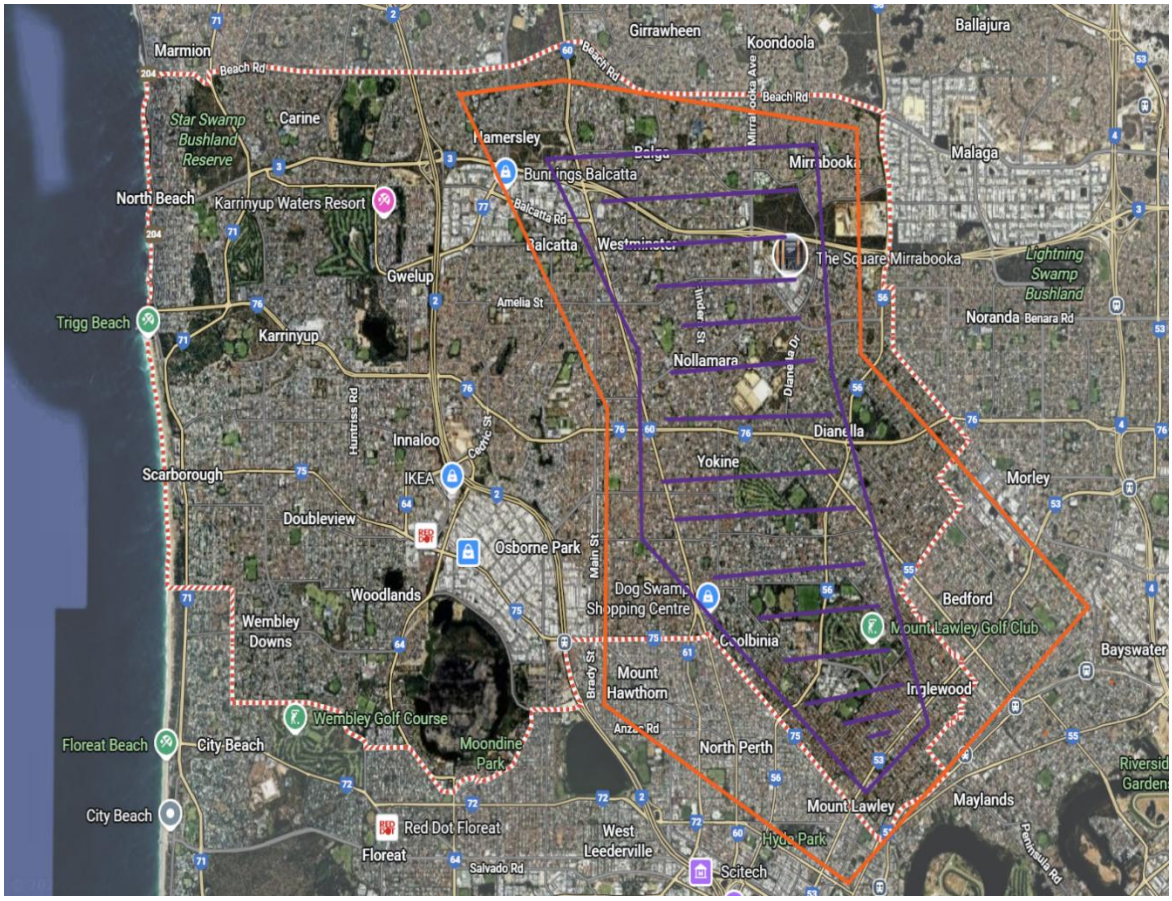
# Operational Areas

### Area of Operations
In this scenario the complete area impacted is situated within the North Metropolitan Emergency Management District, the WA Police Force (WAPF) Mirrabooka Police District [primarily], as well as the Morley and Bayswater Police Districts, and within the Department of Fire and Emergency Services (DFES) North Coastal and Central Regions.

### Area of Interest
The Area of Interest for this scenario extends past the boundary of the immediate impact areas and considers the areas surrounding, including the unaffected parts of the Cities of Stirling, of Vincent, and of Bayswater, as well as the adjoining City of Joondalup and Town of Cambridge. Police Districts would include those of Midland, Joondalup, and Perth.

### Area of Consequence
In this scenario the Area of Consequence extends further than the geographical areas identified and may include further consequences to the affected communities now and into the future.

# Map of Area of Operations



This map identifies the area where reports of impact have been received (orange outline), with the focus of impacts identified within the purple areas.

# Notable aspects of impact

Notable aspects of impact across the area include the following:

### Social environment impacts

Impacts related to the health, safety, and psychological well-being of individuals, families, and communities include the following:

- 15 missing people and up to 10 injured people at the apartment building [ECU Mt Lawley].
- Numerous residents at a number of aged care/retirement villages suffering injuries, with up to 8 residents at the Menora Gardens Village (51 Alexander Drive Menora) potentially impacted.
- Two injured people at Terry Tyzack Aquatic Centre (Inglewood), and one injured person at the Mt Lawley Golf Club (Mt Lawley).
- An injured driver due to a vehicle crash into a house at 5 Bradford St (corner Alexander Dr Menora).
- Religious facilities and structures suffering structural impacts, including The Church of Jesus Christ of Latter-day Saints (Yokine), Saint Peter the Apostle Catholic Church (Inglewood), and Inglewood Community Church (Dianella).
- Local public schools and day care centres suffering structural damage, including the Kiddies Learning Hub (Mt Lawley), Nollamara Primary School (Nollamara), and the Mt Lawley Senior High School, all losing fencing and sections of roof from buildings across their sites.
- Reports of looting activities received across Mt Lawley.

### Built environment impacts

Impacts related to the repair and replacement of essential services, housing, and public assets include the following:

- Downed powerlines across the area, with the Mt Lawley Substation (Mt Lawley) and other Western Power infrastructure damaged, resulting in nil power to numerous residents, aged care facilities, and commercial activities.
- Damage to Telstra, Optus, and Vodafone telecommunication infrastructure across the area.
- Damage to community housing, ranging from downed fencing, downed trees, and roof damage/removal (multiple suburbs).
- Damage to critical Water Corporation infrastructure, with the Mt Yokine Reservoir (Nollamara) having a section of roof peeled off.
- Flooding to local and major thoroughfares, with the corner of Grand Promenade and Alexander Dr unpassable, with flooding impacting the Dianella Plaza (Dianella).
- Multiple trees downed across local and main roads, with Dianella Dr unpassable from Adur St through to Yirrigan Dr (Dianella).

## Economic environment impacts

Impacts related to businesses, tourism, and primary production include the following:

- Reports of damage across multiple suburbs to commercial buildings including Ikea, Bunnings, and Browne's Dairy, with the roof of the Dog Swamp Shopping Centre partially removed.

## Natural environment impacts

Impacts related to the environment, land management, and biodiversity include the following:

- Flooding and storm damage at the Dianella Regional Open Space – with confirmed reported deaths of multiple wildlife, including Quendas, across the site.

Further reports of damage across the Area of Operations are expected over the coming operational period.



[Photo credits https://www.abc.net.au/news/2025-02-20/perth-hills-storm-damages-homes-leaves-thousands-without-power/104958918]



[Photo credit https://7news.com.au/news/perth-hills-microburst-amaroo-retreat-damaged-by-storm-that-has-left-8000-properties-without-power-c-17789347]



[Photo credit https://www.instagram.com/p/DGRnveTx3CH/?img_index=6]

# Emergency Management Arrangements

The Western Australian (WA) State Emergency Management (EM) Framework identifies aspects of emergency management inclusive of Hazard Management Agencies, Controlling Agencies, Combat Agencies, Emergency Management Agencies, and Support Organisations. Legislation, such as the Emergency Management Act 2005, and the Emergency Management Regulations 2006, enable emergency management based activities to occur, and to manage prescribed hazards across the Prevention, Preparedness, Response and Recovery (PPRR) spectrum.

Legislation also describes the roles and responsibilities of the State Emergency Coordinator, the District Emergency Coordinator, and the Local Emergency Coordinator, as well as definitions for the terms of Emergency Situation and State of Emergency.

The following provides guidance on how the emergency event within this scenario would be managed in accordance with the WA State EM Framework.

### Hazard Management Agency

Under legislation, a Hazard Management Agency (HMA) is prescribed to manage a hazard across the PPRR spectrum. Within WA there are currently 28 prescribed hazards, with eight HMAs prescribed. With the main risk identified as resulting from the prescribed hazards involved of Storm, Collapse, and Fire, the HMA for this scenario would be the Fire and Emergency Services (FES) Commissioner.

Although there is a number of vehicle collisions involved (Road Crash), these pose a lesser risk than that posed by the other hazards, and in this instance the Commissioner of Police, as the HMA for Road Crash, is involved, but not as the lead.

### Controlling Agency

Under legislation, the HMA determines the Controlling Agency, and by definition, appoints the Incident Controller (IC). Due to the FES Commissioner being the HMA, DFES would be the Controlling Agency, and an officer from that agency appointed as the IC. An Incident Management Team (IMT) would be formed to manage this event, and in this instance, would include a Unified Command approach.

### Combat Agencies

Under legislation, Combat Agencies are defined as having special skills and/or resources to combat the emergency or hazard type. In this scenario, Combat Agencies to be involved would include those of the WAPF, and the St Johns Ambulance WA (SJWA), with these entities working with the DFES led IMT within a Unified Command approach.

### Emergency Management Agencies

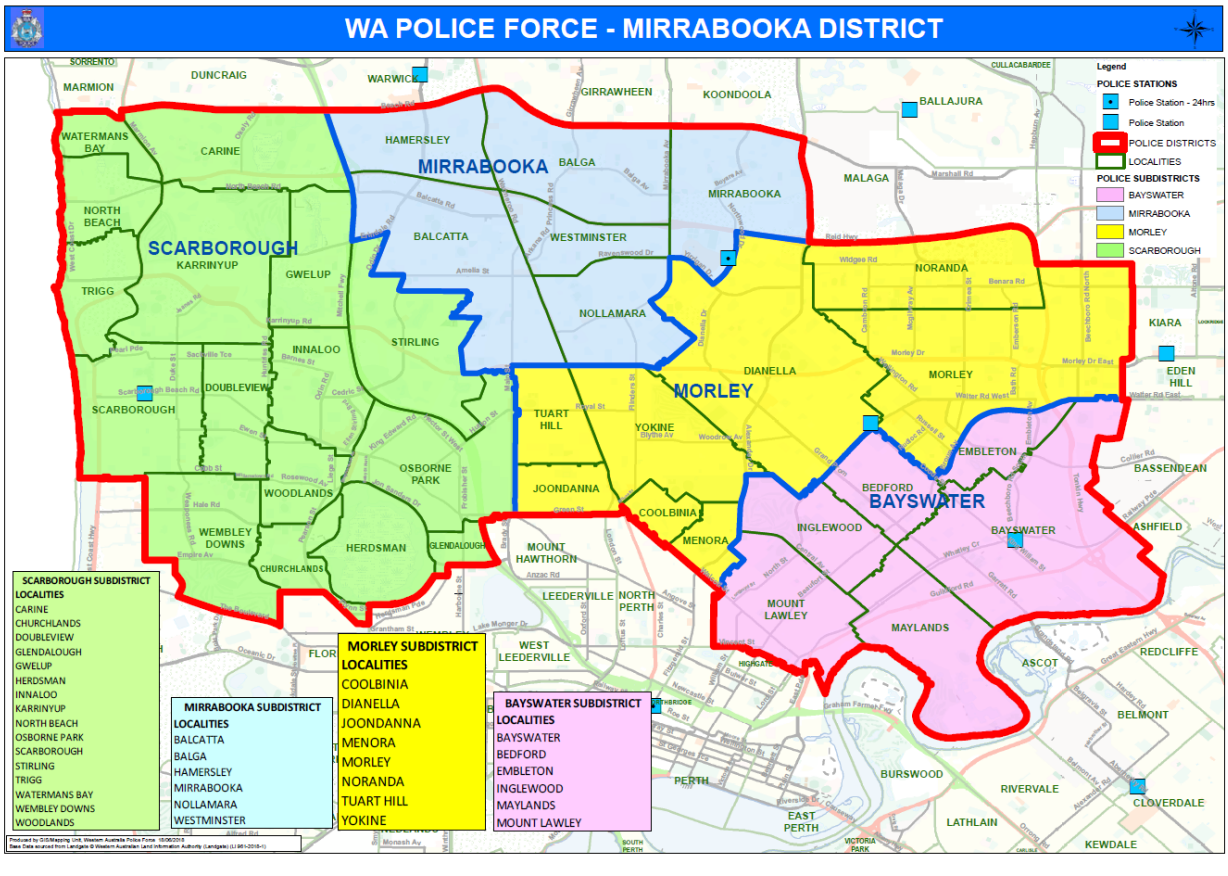
Under legislation, Emergency Management Agencies are those with agreed roles and responsibilities within the State EM Plan, a State Hazard Plan, or a State Support Plan. This is a broad definition that encompasses HMAs, Controlling Agencies, Combat Agencies, and Local Governments.

**Support Organisation**
Under legislation WA has one Support Organisation, with this being the Department of Communities (DoC), who has responsibilities for provision of emergency relief and support to affected communities. The DoC work closely with the Controlling Agency and Local Governments in these matters.

## State Emergency Coordinator
Under legislation, the role of the State Emergency Coordinator (SEC) is undertaken by the Commissioner of Police, with responsibilities identified within the Emergency Management Act 2005. Due to the level of this incident the SEC would not take an active role.

**District Emergency Coordinator**
Under legislation, the SEC appoints a District Emergency Coordinator (DEC) as a Superintendent from the WAPF for each emergency management district, in this instance, the North Metropolitan EM District. The DEC's responsibilities include advising and supporting the District Emergency Management Committee in creating and maintaining emergency management plans for their district, as well as performing other emergency management duties as directed by the SEC. For this scenario the role of DEC would be undertaken by Superintendent Brett Baddock. Due to the level of this incident the DEC would likely be notified, and is likely to take an active role.

**Local Emergency Coordinator**
Under legislation, the SEC appoints a Local Emergency Coordinator (LEC) as an officer-in-charge from the WAPF for each local government district, in this instance, the City of Stirling. The LEC's responsibilities include advising and supporting the Local Emergency Management Committee in the development and maintenance of emergency management arrangements, assisting HMAs in the provision of a coordinated response during an emergency in the district, and to carry out other emergency management activities in accordance with the directions of the SEC. For this scenario the role of LEC would be undertaken by Senior Sergeant Stephen Stingemore. Due to the level of this incident the LEC would be notified and would take an active role working with the Controlling Agency and other agencies present. Coordination of multiple LECs may be required due to the broad impacts  across multiple Police Sub-Districts [see attached Police District Map below].




**Map of the WA Police Force – Mirrabooka District**

## Emergency Situation or State of Emergency

Due to the nature of this incident it is likely that the HMA, through the appointed Incident Controller, will declare an Emergency Situation, thereby enacting additional powers from the Emergency Management Act 2005. A State of Emergency is not likely to be applicable to this incident.

# Local Emergency Management Committee

## Exercise Document

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**Post-Exercise Report**

**Attachment B. Exercise Plan**

## Need

This functional exercise is required to test the City of Stirling's Local Emergency Management Plan on behalf of the City of Stirling Local Emergency Management Committee (LEMC).

## Overview

The City of Stirling last tested its Local Emergency Management Arrangements (LEMA) in February 2025 through 'Exercise Crux' to "evaluate the risks associated with a hostile act in a crowded public place and to test the preparedness and recovery capabilities of multiple agencies". The last statutory review of the City of Stirling's LEMA was in June 2022 with subsequent amendments made to update matters such as emergency resources, roles and responsibilities of Local Government, roles and responsibilities of the LEMC membership, matters related to at-risk and special needs groups, matters related to the Local Recovery Plan, and matters related to emergency management arrangements. Approval to test the LEMA was achieved, with subsequent funding through the All West Australians Reducing Emergencies (AWARE) Program approved, relevant to the AWARE funding category of 'facilitating capability-based exercises'.

An exercise is now required to test Incident Support Group activation, the Animal Welfare in Emergencies Plan, evacuation, and recovery procedures, with this based on a scenario of a storm tempest event, resulting in vehicle collision into a building structure, involving the release of animals, with subsequent impacts of building collapse and other emergencies across an extended area of impact.

The scenario for this exercise is included as Attachment A. Exercise Scenario.

## Aim

The aim of this multi-agency functional exercise is to simulate a complex emergency incident focusing on emergency management, requiring the activation of local emergency management plans, thereby enhancing interagency coordination and collaboration, testing emergency capabilities, and identifying areas for improvement to strengthen preparedness in the region.

*The focus in on the ability of City of Stirling processes and representatives to integrate with, work effectively with, and support other involved agencies to resolve the event.*

## Exercise Objectives

There are five (5) key objectives and seven (7) sub-objectives designed to:

1. Test the ability of the emergency management agencies involved to manage and support the emergency.
   1.1. Test the coordination and liaison between the City of Stirling and the Controlling Agency and with all other agencies involved.
   1.2. Test the ability of the City of Stirling to establish and staff an Emergency Coordination Centre for duration of incident.

2. Test the dissemination of public information and warnings to the community relevant to emergency event.
   2.1. Test the ability of the City of Stirling to provide relevant public information to the local community for duration of incident.

3. Test the establishment and management of emergency relief and support for the community for the duration of the emergency event.
   3.1. Test the ability of the City of Stirling to support the Dept. of Communities to establish and staff evacuation centre/s for duration of incident.

4. Test the establishment and management of animal welfare in emergencies processes for the duration of the emergency event.
   4.1. Test the ability of the City of Stirling to manage animal welfare issues within the affected area for duration of incident.
   4.2. Test the ability of the City of Stirling to manage animal welfare issues at evacuation centres for duration of incident.

5. Test the management of recovery related activities relevant to the emergency event.
   5.1. Test the ability of the City of Stirling to manage recovery related activities for duration of recovery process.

*The focus will be on the City of Stirling, through their ability to meet the seven (7) sub-objectives.*

## Alignment to State Emergency Management Framework

In accordance with the AWARE funding Key Performance Indicators for the exercise, there are 5 Core Capabilities to be tested. The State Emergency Management Framework, and further detail may be found through the following link:
https://www.wa.gov.au/system/files/2023-10/semc_capability_framework.pdf

These 5 Core Capabilities are aligned to the exercise objectives as follows.

**Objective 1.** Test the ability of the emergency management agencies involved to manage and support the emergency.
**Capability Element:** Response

**Core Capability:** Command, Control and Coordination
**Capability Description:** Establish and maintain command, control and coordination structures and required resources that appropriately integrate emergency responders and critical stakeholders and
support the execution of core capabilities, including operational communications.

**Objective 2.** Test the dissemination of public information and warnings to the community relevant to emergency event.
**Capability Element:** Cross-cutting
**Core Capability:** Public Information and Warnings
**Capability Description:** Provide timely, targeted, and tailored information and warnings that enable individuals, communities and businesses to make informed decisions, take protective action, and reduce
the potential impacts and consequences of an emergency before, during and after an event.

**Objective 3.** Test the establishment and management of emergency relief and support for the community for the duration of the emergency event.
**Capability Element:** Response
**Core Capability:** Evacuation and Relief Assistance
**Capability Description:** Coordinate the evacuation of displaced or higher risk people to appropriate evacuation centres. Includes community liaison and provision of incident-specific information to
impacted community members, the provision of essential services that meet physical, psychosocial and cultural needs of affected people, financial hardship assistance, and the reunification of family separated by an emergency. Provisions to support the evacuation of animals are also considered.

**Objective 4.** Test the establishment and management of animal welfare in emergencies processes for the duration of the emergency event.
**Capability Element:** Recovery
**Core Capability:** Social Recovery
**Capability Description:** Respond to the needs of the community through the provision of services that enable individuals, families and communities to re-establish a sustainable and resilient level of functioning after an emergency event. This includes services that promote or provide safety, security, shelter, health, and psychosocial wellbeing, as well as the re-establishment of those elements of society necessary for wellbeing.

**Objective 5.** Test the management of recovery related activities relevant to the emergency event.
**Capability Element:** Recovery
**Core Capability:** Recovery Coordination
**Capability Description:** Develop and coordinate activities that build systems and structures to prepare agencies and communities for future disaster recovery events. Coordinate activities across the sector that assist communities to re-establish a sustainable and resilient level of functioning after an emergency over the short, medium, and long-term. Recovery coordination is underpinned by the principles of community-led recovery and disaster risk reduction. Includes assessing

community needs; community and stakeholder engagement; coordination of services, resources, and works; management of spontaneous volunteers and donations.

## Exercise scope

Inclusions: all elements of the City of Stirling LEMA will be within scope as part of the exercise components, with injects developed to test all objectives, and sub-objectives, as required. Activities of participating agencies may include real-time establishment of incident management processes and systems, and real-time use of equipment. These elements will not be assessed during the exercise as they are outside the exercise intent.

Exclusions: although this is a functional (and field type) exercise the are some exclusions such as release of live animals as part of the scenario, with any such animals required to be controlled at all times.

## Exercise outline

### Discussion exercise

A discussion exercise will be facilitated on Wednesday 15/04/2026 at a suitable location to test the developed injects and confirm their suitability to drive the exercise and to allow evaluation of exercise objectives. Any considerations identified for revision will be actioned prior to main exercise.

### Main exercise

This is intended as a functional (and field type) exercise, that will take place over two days at separate locations within the City of Stirling, with the first day focusing on incident response and coordination, and the second day dedicated to welfare and recovery activities.

NB. There may be some overlap with incident response and coordination and welfare and recovery activities, with this intended to meet agency expectations and requirements.

General outline for the exercise is as follows:

- Day 1. Sunday 03/05/2026 at the ECU Mt Lawley Campus. Focus will be on scenario activation, with injects provided to test Sub-objectives 1.1, 1.2, 2.1, and 4.1. Timing will be for a briefing at 0830, for exercise start at 0900 and cease at 1400hrs, with a 30 minute 'hot' debrief directly afterwards. Total exercise timing will be 0830-1430hrs.

- Day 2. Monday 04/05/2026 at the Tuart Hill Community Centre. Focus will be on scenario continuation with injects provided to test Sub-objectives 2.1, 3.1, 4.2, and 5.1. Timing will be for a briefing at 0830, for exercise start at 0900 and cease at 1400hrs, with a 30 minute 'hot' debrief directly afterwards. Total exercise timing will be 0830-1430hrs.

### Exercise evaluation

As the focus of the exercise is to test the City of Stirling processes, the focus of the evaluation will be on the City meeting the seven (7) sub-objectives as identified. This will be facilitated by the

Exercise Evaluation Team. It is not intended that the activities of participating agencies be evaluated e.g., the dissemination of warnings via Emergency WA by the Dept. of Fire and Emergency Services, or the response to the building collapse by the WA Police Force, or casualty management by St. John Ambulance WA, with any agency-specific requirement for evaluation to be managed by the agencies themselves.

However, any interaction through engagement and provision of support by the City of Stirling to these external agencies during any stage of the exercise will be evaluated as per the Exercise Evaluation Plan.

### Cold debrief

A 'cold' debrief i.e., a structured review of the exercise to allow for data collection and analysis will be held at the City of Stirling (time TBA) on Wednesday 06/05/2026. This will be facilitated by the Exercise Controller.

### Exercise presentation

An exercise presentation will be provided at the City of Stirling LEMC meeting, scheduled for Friday 22/05/2026. This is intended to provide an overview of the exercise and any recommendations made. The Post-Exercise Report will be made available for the Exercise Director for consideration at this time.

## Governance and management structure

Director Community Development Michael Quirk has been established as the Exercise Director, with this relevant to his role as the City of Stirling LEMC Deputy Chair and as the City of Stirling Local Recovery Coordinator. In his role as Exercise Director, Mr Quirk will offer strategic oversight for the planning, conduct, and evaluation of the discussion exercise, and approve the aim, objectives, and any supporting documents required to achieve the outcomes. Although Mr Quirk will authorise the exercise, he will not manage its day-to-day aspects, with these activities extended to his representatives, Community Safety Coordinator Engagement & Business Support Mark Robinson and Emergency Management Coordinator Michael Leonard ensuring the exercise meets the approved exercise aim and objectives.

After completion, the Post-Exercise Report will be submitted to Mr Robinson and Mr Leonard for forwarding on to the Exercise Director for any follow-up actions.

Krisis Consultancy Director Brad Slater will be established as the Exercise Controller and manage all aspects of exercise planning, development, facilitation, and evaluation, and write the Post-Exercise Report.

## Participating organisations

The stakeholders involved in the planning for this exercise and participating in this exercise are those of the City of Stirling LEMC, including representatives from:

- City of Stirling
- Department of Fire and Emergency Services
- WA Police Force
- Department of Communities
- St John Ambulance WA
- Salvation Army

Other participating organisations external to the City of Stirling LEMC are likely to include representatives from ECU Mt Lawley Campus, the Cities of Vincent and Bayswater, and others as applicable.

## Public information

Due to the nature of this exercise and duration, public messaging and a communication plan will need to be established to identify this event. This will include the need to advise local community members during different stages of the exercise to provide broad overview of activities intended, activities occurring, and activities achieved. This will be managed with assistance of City of Stirling Customer and Communications team.

## Evaluation

The focus area for evaluation will be on the achievement of objectives and sub-objectives as relevant. This will be measured as *achieved, achieved with difficulty,* or *not achieved*. Evaluation, in accordance with the AIDR Lessons Management Framework (https://knowledge.aidr.org.au/resources/handbook-lessons-management/) will identify observations and recommendations as required. Attachment H. Exercise Evaluation Plan has been developed to manage this.

## Budget

Funding through the AWARE Project has been achieved, with all details in accordance with AWARE2526 Funding Agreement [redacted] City of Stirling focus area for evaluation.

## Timeline

The proposed timeline for this exercise:

| Item | Comment | Date |
|---|---|---|
| Exercise Concept | Provided for consideration | 10/12/2025 |

| | | |
|---|---|---|
| Exercise Concept | Approved and returned | 19/12/2025 |
| Planning Meeting 1 | Facilitated and all activities actioned | 22/01/2026 |
| Planning Meeting 2 | Facilitated and all activities actioned | 18/02/2026 |
| Planning Meeting 3 | Facilitated and all activities actioned | 18/03/2026 |
| Exercise Plan | Provided for consideration | 26/03/2026 |
| Exercise Plan | Approved and returned | 01/04/2026 |
| Discussion Exercise | Facilitated to test injects | 15/04/2026 |
| Functional Exercise | Facilitation of day 1 and day 2 activities | 03 - 04/05/2026 |
| Debrief | Facilitate 'cold' debrief for participants | 06/05/2026 |
| Presentation | Facilitate presentation of exercise activities | 22/05/2026 |
| Post-Exercise Report | Provided for review and dissemination | 22/05/2026 |

* NB. Some dates may change due to agency and/or other external requirements

## Exercise documents

Attachments that form part of the suite of exercise related documents are listed below:

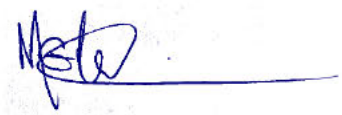
- Attachment A. [redacted]
- Attachment B. [redacted]
- Attachment C. [redacted]
- Attachment D. [redacted]
- Attachment E. [redacted]
- Attachment F. [redacted]
- Attachment G. [redacted]
- Attachment H. [redacted]
- Attachment I. [redacted]
- Attachment J. [redacted]
- Attachment K. [redacted]
- Attachment L. [redacted]

# Approval

This Exercise Plan document is provided for consideration and approval, thereby enabling progression to the next phase of conducting the exercise.

| Exercise Controller | Signature | Date |
|---|---|---|
| Brad Slater |  | 23/03/2026 |

| Exercise Director | Signature | Date |
|---|---|---|
| Michael Quirk |  | 13 April 2026 |

| Exercise Director Representatives | Signature | Date |
|---|---|---|
| Michael Leonard |  | 13 April 2026 |
| Mark Robinson |  | 13 April 2026 |

# Local Emergency Management Committee

## Exercise Document

**Exercise Dicheall 2026**

**Post-Exercise Report**

**Attachment C. EXCON Membership**

## EXCON Membership

| Name | Role | Contact Phone (during exercise) |
|---|---|---|
| Michael Quirk | Exercise Director | [redacted] (only for safety related matters if Exercise Controller unavailable) |
| Brad Slater | Exercise Controller | [redacted] |
| Mark Robinson | Deputy Exercise Controller | [redacted] |
| Jay Catlin | Scenario Tracker | [redacted] |
| Glenn Hall | Evaluation Coordinator | [redacted] |
| Sharlene Jordan | Evaluator 1 - General | [redacted] |
| Donna Morgan | Evaluator 2 – General | [redacted] |
| Shannon Richards | Evaluator 3 – General | [redacted] |
| Claire Curr | Evaluator 4 – General | [redacted] |
| Michele Oswald | Evaluator 5 – General | [redacted] |
| Dr Sak Sarangapani | Evaluator 6 – General | [redacted] |
| Georgie Stamp | Evaluator 7 – Q&A specific | [redacted] |
| Dylan Ratta | Logistics Coordinator | [redacted] |
| Liam Croy | Media Coordinator | [redacted] |
| Terry Jackson | Observer Coordinator | [redacted] |
| Susanna Panaia | Role Player Coordinator | [redacted] |
| Amy Harris | Volunteer Support Officer 1 | [redacted] |
| Caitlin Lea | Volunteer Support Officer 2 | [redacted] |
| Daniel Gibb | Safety Coordinator | [redacted] |

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# Local Emergency Management Committee

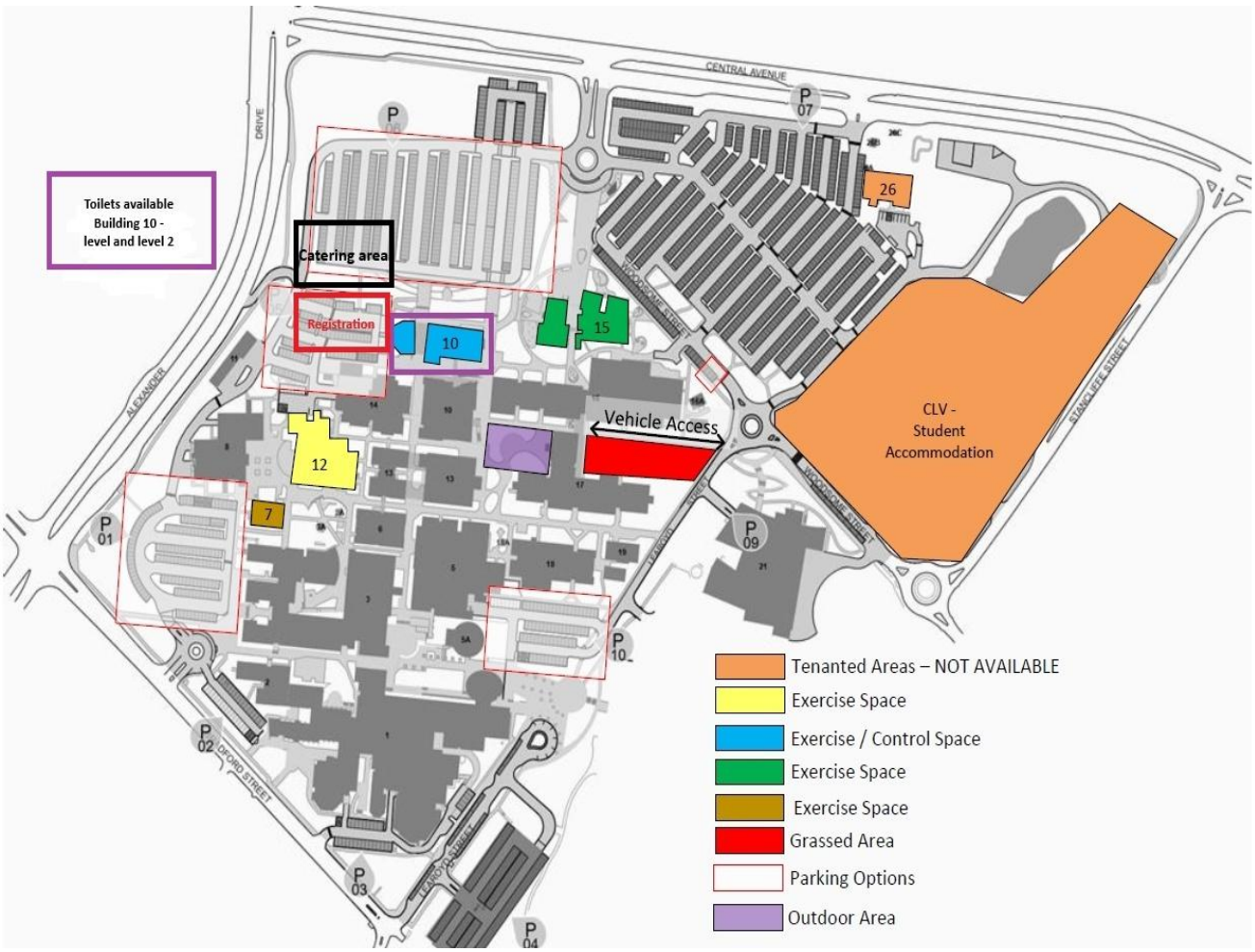
## Exercise Document

### Exercise Dicheall 2026

### Post-Exercise Report

**Attachment D. ECU Mt Lawley Campus Map**

## ECU Mt Lawley Campus Map



# Local Emergency Management Committee

## Exercise Document

**Exercise Dicheall 2026**

**Post-Exercise Report**

**Attachment E. Tuart Hill Community Centre Map**

## Tuart Hill Community Centre Map



# Local Emergency Management Committee

## Exercise Document

**Exercise Dicheall 2026**

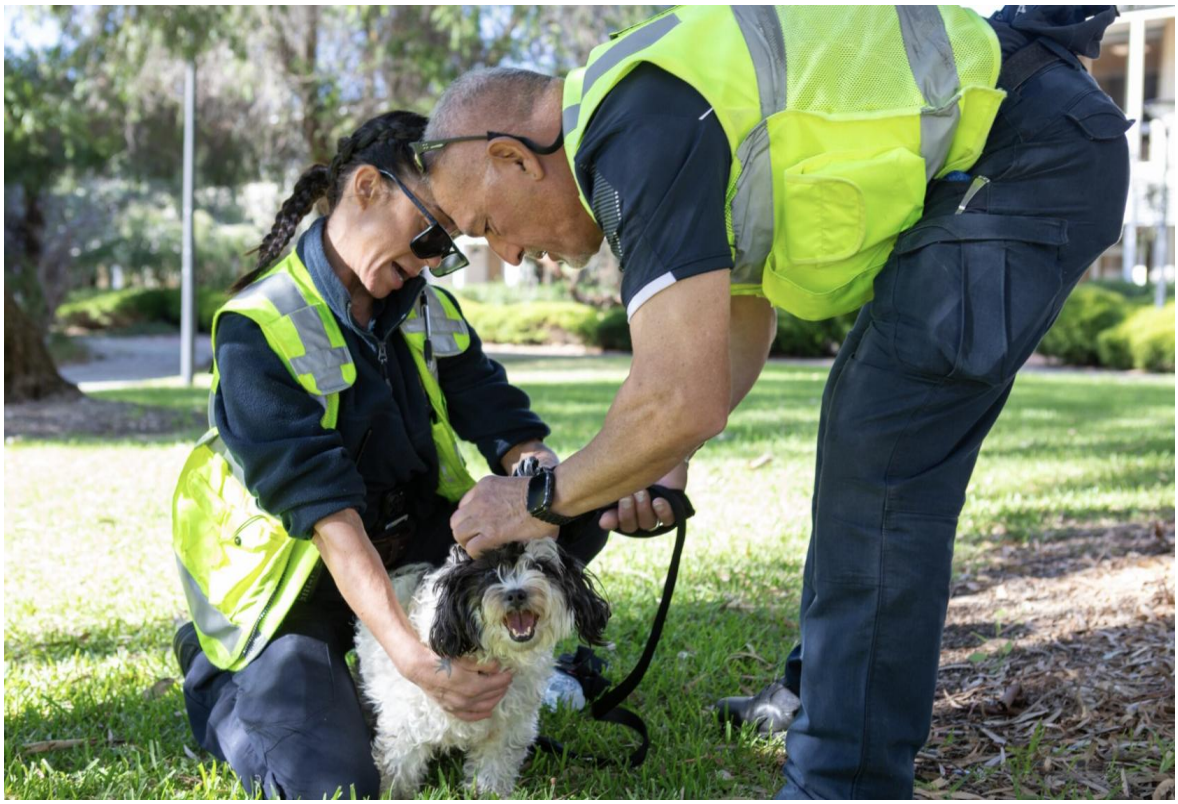
**Post-Exercise Report**

**Attachment F. Exercise Photographs**

## Exercise Photographs




**Photograph 1. Response activities (Day 1)**



**Photograph 2. Animal welfare activities (Day 1)**



**Photograph 3. Rescue activities (Day 1)**




**Photograph 4. Rescue activities (Day 1)**




**Photograph 5. Rescue activities (Day 1)**



**Photograph 6. Animal welfare activities (Day 1)**




**Photograph 7. Emergency relief and support activities (Day 2)**



**Photograph 8. Emergency relief and support activities (Day 2)**



**Photograph 9. Local Recovery Coordination Group activities (Day 2)**