NORTH BURNETT REGION DISASTER MANAGEMENT PLAN

Sub Plan 5 – Evacuation & Evacuation Centre Management

Version: 1.0
Dated: 25 February 2016
Last Reviewed: 25 February 2016

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References:

A. Queensland Evacuation Guidelines for Local Disaster Management Groups, 2011

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Purpose of this Sub Plan

The purpose of this sub plan is to outline the procedures and considerations for Evacuation in the North Burnett.

The primary reference for evacuation in Queensland is the *Guideline for Evacuation Management for Local Disaster Management Groups.*

Required Qualifications

LDMG members and key LDCC staff are formally required to undertake training in Evacuation. Some staff/volunteers are formally required to undertake training in Evacuation Centre Management. Both these training courses are provided by Queensland Fire & Emergency Services. The LDC is to ensure that formal training is provided to those who require it.

Maintenance of this Sub Plan

The LDC is responsible for this Sub Plan. Changes to this Sub Plan require the endorsement of the LDMG and the approval of the LDC. This Sub Plan shall be exercised annually.

Introduction to Evacuation

Evacuation involves the planned and coordinated movement of persons from an unsafe or potentially unsafe location to a safer location and their eventual return home.

Evacuation is a risk management strategy that can mitigate the adverse effects of a disaster on a community.

North Burnett Evacuation Strategy - Summary

The strategy for evacuation in the North Burnett is explained in the main plan.

In summary - evacuation and provision of community support is undertaken by individual communities under the direction and guidance of the LDMG and coordinated by Town Disaster Support Groups. The LDMG remains responsible for evacuation in the region, but communities undertake the practical implementation of it. Evacuation is undertaken in 5 key stages as depicted in the following table:

Stage of Evacuation	Description
Decision	Decision makers analyse event intelligence and make an assessment on the necessity to evacuate persons exposed to a range of hazards.
Warning	Notification of event conditions and appropriate actions required are conveyed to the public.
Withdrawal	The movement of exposed persons from a dangerous or potentially dangerous area to a safer location

Shelter	The provision of refuge and basic needs for evacuees in a safer location.
Return	Assessment of the disaster area and managed and planned return of evacuees.

Table 1 – Stages of Evacuation

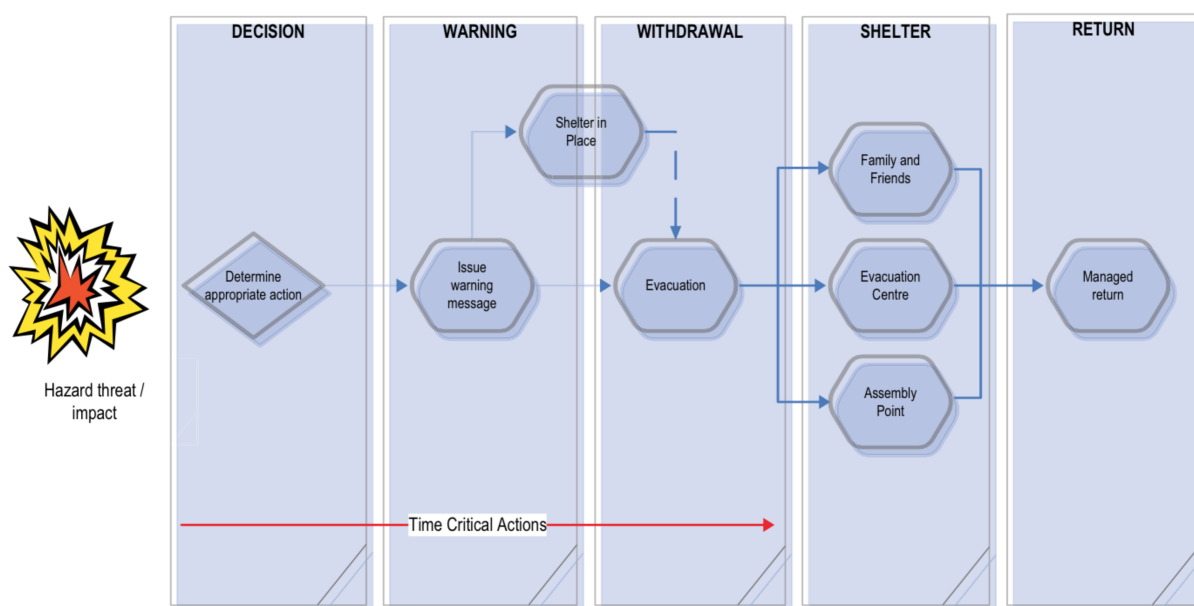These stages are depicted diagrammatically in the following Figure:

Figure 1 – Stages of Evacuation

Decision to Evacuate

The decision to evacuate people and the provision of resources to support evacuees is the responsibility of the LDMG. However during periods of extended communications blackouts, the Town Disaster Support Sub Group may need to make decisions and provide necessary resources without direction and support from the LDMG.

The decision to evacuate may also be made by residents who feel threatened and who may choose to evacuate themselves without advice from emergency services or the LDMG.

In many cases people will choose to evacuate to friends and family, but it may be necessary to provide evacuation support for some people who have nowhere safe to go. Decision makers will need to monitor and consider the needs of the community when making decisions about evacuation and provision of evacuation support.

Decision makers should remain conscious of the time required to gather necessary resources and to implement arrangements for evacuation. Early consideration of the evacuation requirement in disaster operations will help ensure people are evacuated safely and cared for adequately.

Providing Warnings and Required Public Action

The LDMG (or Disaster Support Sub Group) must provide people at risk with appropriate warnings regarding the threat, and advice on actions they must take to support their personal safety. These public messages will take time to prepare, deliver and implement. Early decision-making will assist in getting timely and relevant warnings and advice to people. More detail on Public Information and Warnings is provided in *Sub Plan 4 – Public Information & Warnings.*

Withdrawal

Withdrawal is the act of removing people from danger to a place of greater safety. Most evacuation in North Burnett will be self-evacuation with people using their own resources to withdraw from dangerous places to safer places within their town. Some local resources may be required to assist people in getting to nominated places of safety.

The LDMG and/or the Town Disaster Support Sub Groups are required to plan, resource and support the withdrawal of people from dangerous areas. The progress of the withdrawal of people from dangerous areas to places of safety should be regularly reported to the LDMG via the LDCC and closely monitored to ensure the safety of evacuees and supporting agencies.

Shelter

Evacuees may need shelter and other services. Depending on the scale of the event these may need to be provided over short /medium timeframes (a few days or weeks). Long-term shelter requirements for evacuees are addressed during the recovery phase.

Shelter in place refers to residents sheltering in their own home or with family and friends if it is considered safe to do so.

Shelter in place would be considered where the structure or location of the available buildings provide a safer environment during an event, or where the time prior to unsafe external conditions is not adequate to conduct a safe withdrawal.

Evacuation planning should encourage shelter in place as the first option for residents, where an evacuation is not required, and include community preparedness education and awareness such as early media releases and public information about shelter in place.

The best option for residents of North Burnett when evacuation is not necessaryis to shelter in a safe and secure structure at home or with family and friends.

When people have nowhere to go when evacuated, Evacuation Centres that provide suitable facilities and services will be needed. Evacuation centres are discussed in more detail later in this Sub Plan.

Return of Evacuees

The return of evacuees to their homes requires careful planning to ensure the process is undertaken in a managed and coordinated manner. It should never be accepted that the evacuation process is complete when the hazard has passed as it is critical that people return to their homes and community in a safe manner with as much support and assistance as possible.

The return process may include:

- return to the area by emergency services and work teams only
- partial return to only some areas of the evacuated area
- temporary return during daylight hours only.

Planning and consideration will be required to manage those persons who voluntarily evacuated without the visibility and knowledge of the LDMG as these people will not be registered and may not be receiving direct public information regarding the return to their homes.

The timely return of evacuees is considered a critical step in their psychological recovery however safety should not be compromised and their return is not to be undertaken until all issues have been considered and the disaster area is deemed safe for return. Advice on the integrity of structures may be sought from local building certifiers or the Building Services Authority of Queensland.

It is important to note that during the pre-planning of the return of residents to their home it is essential appropriate support and counselling is considered and where possible, offered through local, State agencies and/or non-government organisations. This proactive measure will promote a calm, connected environment enhancing the recovery process.

The decision to begin the return process is to be made by the LDMG in consultation with all other agencies involved in the evacuation process

Types of Evacuation

Evacuation may be required *pre-impact*, as a defensive measure, or *post-impact* as a result of the impact of the event such as loss of services or severe damage to building structures.

Depending on the nature of the event an evacuation may be *immediate* with little or no warning and limited preparation time or *pre-warned* allowing adequate warning that does not unduly limit preparation time.

Evacuation may be *voluntary* or *directed*. Voluntary evacuation occurs when people make a choice to evacuate either on the advice of authorities or for their own personal safety. During a directed evacuation people are directed by the authorities to evacuate under a declaration of a disaster situation.

Directed Evacuation

A directed evacuation may occur when exposed persons are directed by the DDC or Declared Disaster Officer under legislation to evacuate an exposed area.

A directed evacuation under the Act requires the declaration of a disaster situation. A DDC may declare a disaster situation if satisfied that the requirements of s.64 of the Act have been met. The declaration of a disaster situation requires the approval of the Minister (currently the Minister for Police, Corrective Services and Emergency Services) and must be made in accordance with s.65 of the Act. During a disaster situation, the DDC and Declared Disaster Officers are provided with additional powers under s.77-78 of the Act. These powers may be required to give effect to a directed evacuation.

The LDC, as part of the LDMG, will make a recommendation to a DDC that a directed evacuation is required based on their situational awareness in preparation for an imminent disaster. However, as the LDMG/LDC has no legislative power to effect a directed evacuation, the responsibility for authorising a directed evacuation remains with the DDC.

Assembly Points

Assembly Points are places where people can gather to seek safety from a specific hazard. They usually apply to an open space where people can gain a measure of safety during bushfires. There are no pre-determined assembly points in the North Burnett region and they will be nominated when and as circumstances required. They are not discussed further in this plan.

Evacuation Centres

Evacuation centres are places where people can go to receive support when they have evacuated their homes. They are places that provide appropriate levels of safety and essential shelter and services and they must be managed and resourced appropriately.

The North Burnett Regional Council, under direction and guidance of the LDMG, manages them using support obtained primarily from within the community.

Places that are considered suitable for evacuation are specified in the each of the various Town Disaster Support Sub Plans. These places have been identified as possible evacuation centres.

They are not evacuation centres until they have been formally declared as Evacuation Centres by the LDMG for each particular event, are adequately staffed and resourced, and have adequately addressed the following functions and services:

- Safety and security for all evacuees and centre support staff.

- Facility management.

- Centre Management.

- Evacuee Registration Services (meet & greet).

- Appropriate and safe catering facilities/services.

- Appropriate sleeping facilities for evacuees.

- Sufficient hygienic ablution facilities.

- Provision for pets/companion animals.

- Disaster Information to keep evacuees informed of disaster operations.

- Health and medical services as required.

- Psychological First Aid services as required.

- Data management capability (record keeping).

- Childcare facilities as required.

- Communications support that enables evacuees to communicate with family, friends and supporting agencies.

- Access to additional community services such as provision of additional clothing or provision of personal care products.

- Clearly articulated Evacuation Centre rules and standards available to all evacuees.

A guideline for the operation of Evacuation Centres in North Burnett is provided at Annex A to this Sub Plan.

A guide to resourcing Evacuation Centres in North Burnett is provided at Annex B to this Sub Plan.

Reception of evacuees from other local government areas

Even though an evacuation may not be necessary within their local government area, the LDMG should be aware there maybe a requirement to activate elements of the Evacuation Sub Plan to cater for the agreed reception of evacuees from other local government areas or districts.

Providing reception for evacuees from other local government areas will be coordinated by the Bundaberg Disaster District in consultation with the North Burnett Region LDMG and the LDMG of the affected Local Government.

Managing the escalation of support

During the evacuation planning process, the LDMG may identify the resources available at the local level and/or local capability will be inadequate and may require assistance to achieve the required level of evacuation support.   In such circumstances, Requests for Assistance, approved by the LDC, are to be forwarded to the Bundaberg Disaster District via the North Burnett LDCC.

Evacuation Planning

Planning for evacuation is best undertaken before an event and pre-prepared evacuation plans for known risk areas will greatly assist the LDMG and Town Disaster Support Groups in undertaking evacuation in their communities before and during events.   Such local arrangements, where relevant, are included in Town Disaster Support Plans.

Planning for Evacuation, either before or during an event, should follow the steps outlined in the table below.   This will ensure a systematic approach to planning and decision-making.

Simplified Evacuation Planning Process *Note: Some steps may be undertaken concurrently*	
Step 1 **Identify the Impact of the Threat**	Identify the Hazard Define the Hazard Area (map the threat). Analyse the population affected – e.g. define the number of people affected and their demographic information Define *Special Needs* within the affected community. Consider Pets, Tourists, Stranded Travellers Determine the *Evacuation Need* (how many, by when, for how long, etc).
Step 2 **Identify Resources Available for Evacuation**	Determine what facilities are best suited as shelter in this event. Confirm availability of resources to support Evacuation and Evacuation Centre Management. Develop workarounds or request assistance through the LDCC or DDC.
Step 3 **Define Evacuation Zones and Routes**	Map evacuation zones and evacuation routes. Estimate the number of people that will require evacuation. Determine any special needs. Consider: • safety and capacity of evacuation routes. • time required to conduct evacuation. • resources required to support withdrawal.

Step 4 **Develop Evacuation Plan** Using SMEAC format Distribute to all agencies and DDC.	**Situation** – a short description of the situation and the evacuation need. **Mission** – a simple statement of intent (time based e.g must include when the mission is to be achieved by). **Execution** – a description of how the evacuation is to occur and the tasks for each agency/organisation contributing to the evacuation effort (time based). **Administration & Logistics** – details of administrative support and resources required (time based). **Command, Control, Communications** – the authority framework for the evacuation and the reporting arrangements for all supporting agencies.
Step 5 **Develop and Distribute Warnings and Public Information**	Develop Warnings (see Sub Plan 4 – Public Information & Warnings). Develop Public Messages and dissemination strategies. Public messages must: a. define the threat and the consequences, and b. specify the actions required by those affected.
Step 6 **Mobilise Resources**	Resources required to support a. Withdrawal (transport, signage, traffic control, etc) b. Open and establish Evacuation Centres as required (see Annexes A & B for guidance on resources required)
Step 7 **Monitor and Update Plans**	Monitor withdrawal and shelter stages to ensure the safety and well-being of evacuees and supporting agencies. Update plans as required as the situation changes.
Step 8 **Plan for Return**	Consult all relevant agencies to determine when it is safe and appropriate for evacuees to return. Consult with evacuees to determine return priorities. Determine return timeframes and limitations on return (e.g. return for clean up only) Develop and deliver return advice to evacuees and agencies

Table 2 - Simplified Evacuation Planning Process

Determining evacuation timelines

One of the important factors to be considered when planning for evacuation is the time required to safely and effectively undertake an evacuation. A timeline to map the steps in an evacuation process has the advantage of showing the critical links between the predicted impact time, the decision to evacuate, and the many factors that will determine the time taken to complete the withdrawal.

The timeline should be developed graphically to clearly indicate the time requirements for each phase of the evacuation process. The timeline should display the phases of evacuation, decision points and other considerations that will inform the evacuation process. The resultant timeline can then be used to illustrate the actions necessary, when actions are to be commenced, and timeframes for their completion.

Register.Find.Reunite

Being separated from family and friends is one of the most stressful things a person can experience during an emergency.   This has been recognised since the impact of Cyclone Tracey in Darwin in 1974. It was recognised that a national system was required to track and trace people displaced by emergencies. This became known as the National Registration and Inquiry System (NRIS).

Following a range of major emergencies including the 2009 Victorian bushfires, Red Cross in partnership with the Commonwealth Attorney-General's Department developed an improved system to help reunite families, friends and loved ones separated by an emergency.

The improved service, Register.Find.Reunite. was launched in November 2013. It registers, finds and reunites family, friends and loved ones through a computer based filing and retrieval system.

The service is a voluntary registration and enquiry service for people impacted by an emergency. It provides basic details on the whereabouts of people affected by an emergency. People can register themselves from a computer or any mobile device by going to the Red Cross Website – www.redcross.org.au.

The service aims to reduce distress in communities and families separated by an emergency and is managed by Red Cross and funded by the Commonwealth Attorney-General's Department.

The service is delivered in partnership with each state and territory government.

The service provides basic details to their family, friends and loved ones and to approved authorities supporting the emergency response and recovery.

How Register.Find.Reunite Works

Step 1 – Activation. The service must first be activated for a particular event before it can be used by the community. If an evacuation centre is opened in the North Burnett Region, the LDC should seek activation of the Register.Find.Reunite Service through the Bundaberg Disaster District Coordinator using a Request for Assistance Form.

Step 2 – People use the Service. Once activated for a specific event, people can access the service from the Red Cross Website to register themselves or to make enquiries about those who have registered. It is therefore important that all people who become residents of an evacuation centre are registered with the service. Those who register can choose for information about their whereabouts to be available to their family, friends and loved ones. People concerned about the safety of their family in emergency-affected areas can make an enquiry by providing information about the affected persons.

Using the Register.Find.Reunite Service

Once the service is activated for a specific event people can access that event via the Red Cross Website – www.redcross.org.au by clicking on the Register.Find.Reunite link on the home page. This will take them to the Welcome page shown below.   The event will be listed and people will be able to choose to either Register or Find for that particular event.

Welcome.

This service registers, finds and reunites family, friends and loved ones after an emergency.

Use **Register** to let people know you are safe. Use **Find** to look for people you know may be affected by an emergency. **Reunite** is a matching process that enables us, with permission, to share details to connect family, friends and loved ones.

To start, go to the event below and choose **Register** or **Find**.

Active emergencies

Event name	Event location	Event date	Action	
North Cascade (Esperance) Bushfire	Western Australia	17/11/2015	Register	Find

For any emergency not listed, please call your local police. For urgent medical assistance, threatened property or serious accident, please call **000**.

This website was produced with funding provided by the Attorney-General's Department through the National Emergency Management Program grant program.

Home | Privacy | Disclaimer | Sign in

Figure 7 – Welcome Page

If people choose to **REGISTER** they will need acknowledge a privacy collection notice and agree to the disclosure of their personal information before being presented with a series of registration pages where they can provide personal details, where they are staying, how much information about themselves they wish to share and their family and companions. There is

also the ability to register family members and companions after the primary registration has been submitted.

Figure 8 – REGISTER Screen

If people choose to **FIND** they will first have to acknowledge a privacy collection notice and agree to the disclosure of their personal information before being presented with a Data Collection Form where they can enter the search criteria for their loved ones or friends.

Figure 9 – FIND Screen

Action Flowchart – Register.Find.Reunite

Annexes to this Sub Plan:

A. Guidelines for Operation of an Evacuation Centre in North Burnett Region.

B. A Guide to Resourcing Evacuation Centres in North Burnett Region.

Annex A to Sub Plan 5 – Guidelines for Operation of an Evacuation Centre in North Burnett Region

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Acknowledgement:

These guidelines have been largely derived from the *Australian Red Cross - Evacuation Centre Field Guide*, which is an excellent guide to the operation of an evacuation centre.

Parts of the Red Cross Manual have been omitted or amended in this Annex in order to reflect current practice.

Introduction

This Annex provides an overview of the operational considerations for establishing and maintaining an evacuation centre. The processes and guidance provided in this Annex is appropriate for evacuation centres large and small. Smaller evacuation centres simply use less resources.

This guidance is provided for use by the LDMG and the Town Disaster Support Groups to assist them in operating an evacuation centre. It should be used to guide the Group and those managing an evacuation centre as a guide relevant to their circumstances.

Personnel and people

The diagram below is a representation of how the personnel roles might interact, but it is important to consider the structure most appropriate for your circumstances.
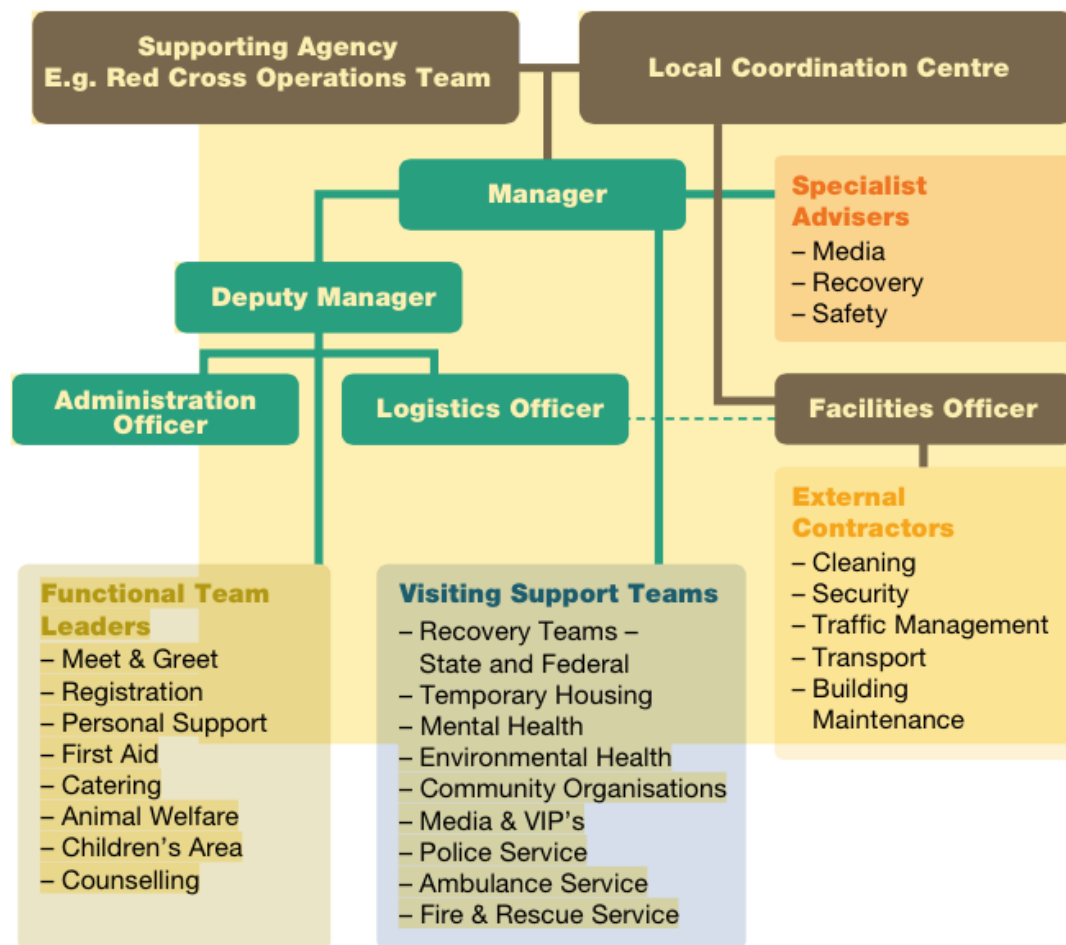
Roles within an Evacuation Centre

- **Evacuation Centre Manager:** responsible for all activities occurring within the evacuation centre. Their aimis to provide a safe, supportive and caring environment to members of the community requiring short-term shelter as a result of an emergency.

- **Deputy Manager:** manages the day-to- day operations of the centre and support the Centre Manager as needed.

- **Logistics Officer:** responsible for all equipment and resources used to set-up and support the evacuation centre. They are also responsible for resource requests and safety issues.

- **Administration Officer:** responsible for all documentation and finance tracking. Evacuation Centres tend to generatea lot of paperwork therefore having a skilled and efficient Administration Officer is crucial to the smooth running of daily centre operations.

- **Facilities Officer:** responsible forthe building and surrounding location. They are responsible for coordinating contractors to support the evacuation centre. The Facilities Officer is normally a local government

employee or the nominated building caretaker.

Local Disaster Coordination Centre:

The North Burnett Region Local Disaster Coordination Centre (LDCC) is usually activated in Gayndah operating in purpose built facilities to support the Local Disaster Management Group for disaster operations.

Evacuation Centre managers report to the LDC usually via the Town Disaster Support Group.   Regular situation reports on the operation of the centre are to be provided to the LDC (minimum daily). Requests for Assistance, endorsed by the Disaster Support Sub Group, are forwarded to the LDCC for action.

Who is in an Evacuation Centre?

Many people may be involved in an Evacuation Centre. These all need to be managed in some way and each has different needs. Consider:

- **Centre residents:** people accessing an evacuation centre for basic needs and services. They will usually be registered, have completed an intake form and be sleeping on site.

- **Centre day guests:** people temporarily accessing an evacuation centre for basic needs and services, such as meals and information. They may be registered but are not sleeping on site.

- **Centre visitors:** unaffected persons who may be temporarily providing support services such as financial or mental health support or viewing the operations of the centre (e.g. media and VIPs).

- **Centre Staff and Supporting Agencies:** Various centre staff and people from supporting agencies and organisations will be in the centre. Some will work there while others will attend for varying lengths of time.

Depending on the location and scope of the emergency, it may be necessary for local care facilities such as hospitals, aged care facilities and child care centres to be evacuated to an evacuation centre. In such instances, people requiring carers support may be accepted within the evacuation centre as long as registered carers such as nurses or childcare workers are on shift for the duration of their stay.

Before opening

The following checklist should be used before opening an evacuation centre to ensure that all relevant matters are considered and actions undertaken.

BEFORE OPENING – PLANNING & ACTION CHECKLIST	
Step 1 **Determine the expectations from the Local Disaster Coordination Centre**	• latest situation report; including forecasted weather conditions • number, location, type and expected duration evacuation centres are to be opened • number, transport, arrival time, special needs and condition of expected residents • contact details of the Facilities Officer • services likely to be required and arrival time of supporting agencies • any media and VIP protocols • a copy of the facility audit that outlines the capacity and resources available • road closures en route to Evacuation Centres • obtain maps of the affected area.
Step 2 **Facility Walkthrough**	Walkthrough the facility to ensure suitability (See Initial Suitability Report) .
Step 3 **Welcome incoming personnel**	• determine any personal restrictions or logistical challenges (e.g. parking or health concerns) • provide a thorough briefing (Briefing Template) • ascertain experience and skills to determine which areas they are comfortable working in • perform job inductions (Role Checklists) • have personnel sign in and out at the start and end of shifts (Personnel sign on/off log) and wear identification e.g. tabards Note: Initially, a centre might have to be opened with minimal personnel. Ensure the following roles are filled: Centre Manager, Centre Logistics, Registration Team Leader and Personal Support Team Leader. Consider engaging residents to assist with tasks to help operate the centre effectively.

Step 4 **Welcome incoming agencies**	• confirm the agency's objectives, credentials and timings • record key contact details of all agency team leaders • identify the 'Information for Staff' poster for all personnel • inform team leaders of any centre policies and guidelines and secure their agreement in the implementation of these guidelines • provide a briefing of the centre operations • allocate space within the centre according to each agency's needs while balancing the needs of the centre residents • provide a spare team member to orientate colleagues from other agencies to the centre and be available to assist with requirements • ensure that all agencies have adequate resources to carry out their role, such as: − access to admin area − refreshments − communication support − access to power for computers • determine a reporting system from the agency so that key issues within the centre are shared and actions taken to address them • discuss the media management strategy • encourage the integration of any documentation on particular residents to be included with the persons intake form • provide regular updates and communication to agency team leaders • seek regular input and feedback from agency team leaders. From the Field! All agencies are working towards the same goal of assisting people affected by the emergency. Take the time to invest in positive relationships that encourage information sharing and active communication between agencies. Note: All agencies are working towards the same goal of assisting people affected by the emergency. Take the time to invest in positive relationships that encourage information sharing and active communication between agencies

Step 5 **Support community facilities that have been evacuated**	When people from nursing homes, schools or similar institutions must be evacuated to an evacuation centre the carers who accompany the clients will retain direct responsibility for daily care and support. When dealing with these client groups: • the Local Disaster Coordination Centre should be contacted for consultation on client groups and appropriate solutions for their short-term support • centre management while assuming a supporting and liaison role to special needs groups does not take over the responsibilities of the carers • all legal risks and responsibilities remain with the evacuating institution • when a facility is co-located in an evacuation centre, all daily operational services which are provided to the rest of the centre residents should also be made available to residents of the evacuated institution, including stretchers, blankets and food • if separate spaces have been allocated for the clients these should be clearly marked and where possible screened off. This allows for that grouping to retain their identity and carry out their care duties in a more structured and independent manner. Note: The Centre Manager may decide the evacuation centre facility is not appropriate or adequately resourced to cater for individuals with special requirements to be at the centre. If this decision is taken, the Local Disaster Coordination Centre should be contacted.
Step 6 **Draft the plan for closing the centre**	• Open communication from the beginning, will ensure that residents will feel safe, secure and motivated to participate inlife in the centre. Importantly, residents will also be aware that the centre • is only a temporary measure andfocus should be on opportunities for sustainable community support. Daily, the management team should consider: • given the circumstances, is the centre still the

	most appropriate form of emergency sheltering? Are the services and staffing adequate?
	• are residents proactively identifying alternative arrangements? Should transport support be coordinated?
	• how many residents are likely to require temporary housing? What arrangements are in place with recovery partners? How long will this take to coordinate?
	• if any new residents are arriving at the centre, for what reasons? Is there a natural attrition?
	• what is the expectation of residents and affected persons who may be accessing services?
	• are there pressures to close the centre or extend it longer?
	• have logistics and travel arrangements been organised for the return of agency personnel and equipment?

	• has the suitability of the facility diminished, for reasons including:
	    o location and nature of incident
	    o capacity of the facility
	    o facility becomes endangered
	    o incident occurs in facility
	    o facility is required for another purpose.

Initial Suitability Report

Prior to opening the Centre, an initial walkabout of the facility should be made with the building owner/manager (may be the Facility Officer) and the Centre Manager. The purpose of this inspection is to identify any potential hazards, so that they can be dealt with prior to opening the facility, and ensure the facility is suitable for the expected purpose.

A floor plan will assist with a facility walkthrough and set-up. Where one doesn't exist, consider drawing a large mud map and recording the location of amenities and other key facility features. Consider taking photos inside and out.

The following report format will assist in recording your observations.

Initial Suitability Report	
Consideration	**Comments**
Evacuation Centre Status	
• What is the availability of the facility? Will there be any disruptions to business continuity? • Are there any restricted areas or equipment? • Is there a spare set of keys for all usable rooms and storage space? • What are the normal facility rules in relation to smoking, alcohol and behavior? • What support is in place for disabled access? Ramps, rails, disabled toilets etc. • Has the disaster resulted in continuing rain, wind or heat that may impact on people's ability to go outdoors? • Is there any pre-existing damage to the building or equipment?	
Building	
• Does the building provide adequate shelter from the anticipated elements? • What is the source of the power supply? Locate the power points – are they functional? • Is there a backup generator? What is the capacity of the backup generator? Fuel for the generator? • Is there a sufficient supply of drinking water? Water for showering and hand washing? Is the water, town, tank or bore? Access to hot water? • Is the sewerage system appropriate? Do arrangements need to be made for the septic system? • Is there adequate internal lighting? Where are the switches? Lighting for walkways to outdoor facilities?	

Functional? • Is there a way to adjust the heating and cooling? (ambient temperature should ideally be 15-190C) • Is there a way to ensure fresh air can cycle through? (adequate ventilation is required at a rate of 20-30m3 per person per hour) • Does different floor covering need to be laid for kids, sleeping areas? Non-slip mats for entrances? • Does the kitchen have enough area for hygienic food preparation? Is all the equipment in order e.g. fridges, freezers. Is gas needed? Supply? • Are the fire exits clearly marked? Fire extinguishers/hydrant? Evacuation plan? Fire alarms?	
Sanitation	
• What arrangements are in place for cleaning? • Are the toilets flushing? • Is the water running in the showers and hand washing facilities? • How many bins are available? sharps disposal or nappy bins? sanitary bins?	
Equipment	
• Are there enough tables and chairs for registration and dining areas? • Is there access to photocopiers, faxes, PA system etc.? • Is there access to laundry facilities? • What cleaning equipment is available? Brooms, mops etc. • Do the landlines work? And what is the number? • Is there internet connection? Details to log on? • Are there adequate cooking, serving and eating implements? • Is there an Evacuation Centre Kit?	

Outside the Centre	
- Where are the potential mosquito breeding sites? - Are there sufficient bins for a few days? What is the waste pickup schedule? - Is it ok to have household pets on-site? Is there space and shade for them? Or a separate indoor area? - Where will portable toilets, showers and storage be placed if needed? - Is the surrounding terrain safe for children? Check for long grass, muddy puddles, creeks etc. - Are there any nearby trees, power lines etc. that might be damaged by the disaster and could be a hazard? - Is there a suitable helicopter-landing zone? - Is the driveway access and parking area going to become muddy or dusty? - How close are the neighbours? Any particular issues?	
Date of Inspection: **Officer Compiling Report:** **Time of Release:** **Signature:**	

Shift Logs

Logs are an essential part of evacuation centre documentation and are critical for ongoing assessment of field-based roles and for reference in the event of any legal action.

The management team must keepan ongoing log at all times. It is also recommended that other key positions keep a log as well.

At the end of each shift, logs will be updated and included in briefing materials for incoming teams.

- Factual information on the emergency

- Source, number and general state of residents received to date
- Number of day guests and visitors signed in
- Anticipated additional numbers yet to arrive and likely timing
- Special needs individuals and groups (e.g. elderly, children, disabled, language barriers, feeding mothers)
- Arrangements for pets/animal
- Fire safety plan
- Agencies represented and providing services in the Evacuation Centre and division of responsibilities
- Key contact points/persons
- Processes for providing public information and briefings
- Arrangements for meals
- Processes for reception, registration, processing, provision of human services and movement of people
- Requesting and arrival of resources
- Details of special guests and/or media
- Any shortfalls in capability or service delivery
- All safety, sanitation and security issues
- Communication with external or partner agencies
- Location of relevant facilities such as other evacuation centres, public services

Note: A basic notebook will do the job for a shift log. Aimto keep it in a central location, to encourage teams to use the shift log, but be careful of confidentiality.

EMERGENCY SHELTERING

PERSONNEL SIGN ON/OFF

Australian Red Cross
THE POWER OF HUMANITY

For each day, please use a new page.

Incident:

Location:

Date:

Print Name	Role	Time On + Signature	Current Contact Details	Sign Name + Time Off	Total Hours /Breaks
First:	Role:	Time On:	Mobile Phone:	Time off:	Break Taken:
Last:		Signature:	Email:	Signature:	Total Hours:
First:	Role:	Time On:	Mobile Phone:	Time off:	Break Taken:
Last:		Signature:	Email:	Signature:	Total Hours:
First:	Role:	Time On:	Mobile Phone:	Time off:	Break Taken:
Last:		Signature:	Email:	Signature:	Total Hours:
First:	Role:	Time On:	Mobile Phone:	Time off:	Break Taken:
Last:		Signature:	Email:	Signature:	Total Hours:
First:	Role:	Time On:	Mobile Phone:	Time off:	Break Taken:
Last:		Signature:	Email:	Signature:	Total Hours:
First:	Role:	Time On:	Mobile Phone:	Time off:	Break Taken:
Last:		Signature:	Email:	Signature:	Total Hours:

Figure 2 - Shift Log

Setting Up - Steps

1. Consider issues identified from the Initial Suitability Checklist.   When setting up, the layout should take into account people's needs and priorities into consideration while recognising the physical limitations of the facility.

2. Consult with team leaders from partner agencies. What are their space and resource requirements?

3. Consider the flow of people.Is it user friendly and easy to move from section to section? Is it navigable for people with special needs? Are there ramps, elevators, toilets? How is the aisle width and clutter?

4. Put up signage. Directional signage for amenities. A floor plan with areas identified.

5. Restrict access to some areas.Storage, administration, personnel areas and any hazardous spaces.

A Set Up Checklist is provided below:

SET UP CHECKLIST	
Essential Areas to Set Up	
Main entry including reception areas	One main public entrance should be determined, restrict access via other doors. Ramp access is desirable. Ability to be used as a visiting area with seating. ‒ Ensure protection from the elements, consider setting up a tented waiting area. Desk and information board for recovery materials?
Registration area	Should be capable of holding a large group of affected persons who are waiting. Close to the main entrance, ensure everyone must pass by to enter and exit. Allow of an area of approximately 7m x 7m (based on suggested layout in registration section).
First Aid	In a separate room or screened area. ‒ Close to hand washing facilities. With access to refrigeration and with lockable storage compartment. Usability as an isolation area for infectious diseases

Food preparation area	Near kitchen facilities.
	Near dining area.
Dining area	Can also be used as a recreation area with televisions, games and books.
	Powerpoints for phone charging.
	Space for refreshments available 24hrs a day.
Sleeping area	See sleeping arrangements section.
Personnel rest area	Adequate space for personnel to function 24hrs a day.
	Can be used for just-in-time training.
	Storage of personal belongings.
	Used for shift briefings.
	Ideally with a telephone.
Administration	Tables and chairs, powerpoints, whiteboards, printer, scanner, photocopier.
	Communication equipment such as telephones, computers and fax machines.
	Room for multi agency team leader briefings. − Able to be locked.
Showers and washing	One hand wash basin for every 30 people, or 4-5 metres of washing bench for every 100 people
	One showerhead for every 30 people (hot climate conditions) and then one showerhead for every 50 people (temperate climate conditions)
	Note: residents will have acceptance for just washing facilities initially −Adequate lighting, suitable for number of people.
Toilets	Considerations should be made for gender, accessibility and culture to maintain dignity and privacy.
	One per 50 people in the immediate sheltering phase, working towards one per 20 people.
	Facilities for menstrual hygiene, changing infants and nappy disposal.

Desirable Areas to Set Up	
Material aid incl clothing	Near a change area with suitable privacy.
	Space for clothing racks, stackable box style storage.
Quiet rooms	In an area where some privacy is available; − for prayer and cultural requirements
	provision of personal support
	nursing mothers
	police interviewing
	baby changing area
	recovery services.
Children's and Teenagers activity area	Can be kept secure easily and away from exits and high foot traffic.
	Separate from sleeping areas or areas sensitive to noise.
	Enough space to accommodate the number of children in the centre.
	An outdoor area can be considered if safety and weather considerations are taken into account.
	Clear of sharp corners, open electrical outlets, unstable furniture and other hazards.
Laundry	Washing machines, dryers or hanging racks.
	Adequate lighting.
	Ideally separate to the personal hygiene area.
Surrounding the facility – areas to consider	
Smoking area	Minimum 4 metres from entrances. − Ideally with seating and shade.
	Away from air intake vents and flammable materials.
Pet handling	Shaded and/or enclosed. Possibility for tie-down points.
Logistics & storage	Uploading area for deliveries
Parking areas and drop off point	Day guest temporary area.
	Resident longer term parking.
	Personnel parking.

	Access for emergency vehicles. Space for buses.
Waste management	At least one wheelie bin (240L) is allocated per 40 people per day. Large dumpster/skip bins available externally. Provisions for medical waste, including sharps.
External signage	Ensure the entrance is clearly visible from the nearby street. Ensure signage guides traffic from main thoroughfare.
Space for portable showers, toilets and generators	Consider access and egress points. Consider connections for external lighting, power, water and sewerage. Consider waste disposal from portable facilities.
Media Assembly and interviewing point	Media assembly area near the entrance with agency signage in the background. Signage encouraging media to make themselves known to personnel. Place for media to take panning shots of the centre.

Example set-up
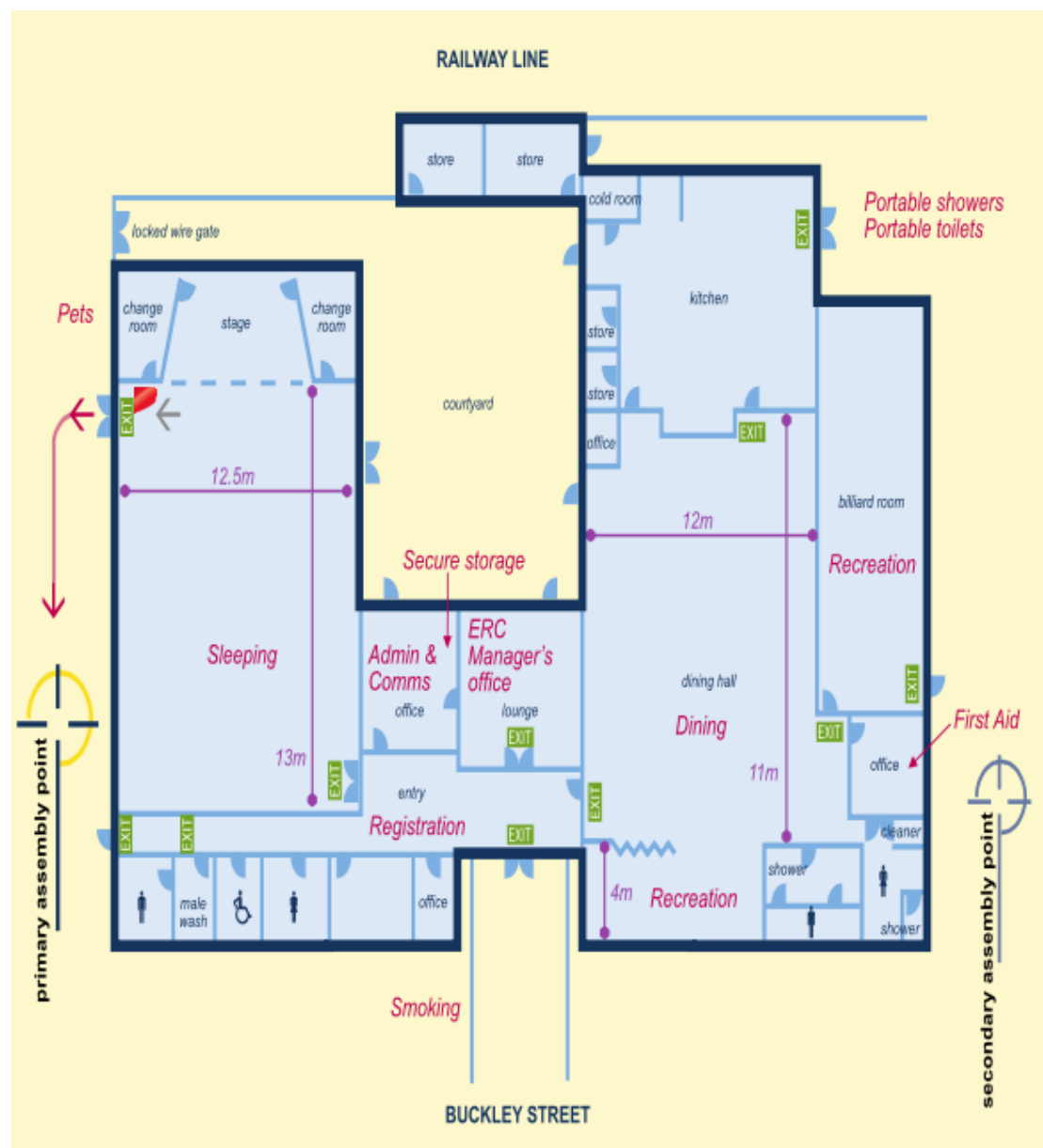
Reference: Emergency Relief Handbook (2010)

Visitors Log

The evacuation centre should have the facility to record visitors to the centre. An example Visitors Log as used by the Red Cross is provided at Figure 3 below.

Resident Sign Out Log

The centre should provide the ability for residents to sign in and out of the Centre to assist. This will assist the staff in understanding who is in the centre and who isn't. Figure 4 provides a format for this log based on the Red Cross log.

Figure 3 – Guest and Visitor Log

EMERGENCY SHELTERING

RESIDENT SIGN IN/OUT LOG

For each day, please use a new page.

Incident:

Location:

Date:

When temporarily leaving, please sign in/out for fire safety purposes.
When you are ready to permanently depart please see the registration desk.

Name	Reason for leaving	Time out	Time in	Signature

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Figure 4 – Resident Sign In/Sign Out form

Sleeping Arrangements

While it is desirable to have segregated sleeping areas the reality is that most centres are large, single room halls, which make it necessary to have one large sleeping area for use by all. However it is still possible to divide sleeping areas using screens, tarps on ropes and even tables and chairs.

There are three measurements for sleeping space (not including aisle space):

- Urgent immediate shelter for the preservation of life. −1.25sqm of personal space (single chair or standing room only).

- Immediate shelter for a matter of hours. − 3.5sqm of personal space (mattress and bag only).

- Temporary shelter for a number of days. − 5sqm of personal space (mattress, personal belongings and comfortable separation distance). From the field: When there is limited space the sleeping arrangements may have to be packed up each morning to allow for other activities such as dining and entertainment. While this is not the preferred option it may be necessary.

Four step process for providing sleeping arrangements

Identify the sleeping space	• ensure clear paths to fire exits • allow access for people with mobility issues and young children in prams • locate in close proximity to toilets and showers where possible • separate from likely noise sources (e.g. TVs, children's areas, the main entrance) • maintain a safe distance from internal and external traffic and viewing • ensure the lighting can be adjusted.
Determine Capacity	• identify the total floor area available for sleeping space from a building plan or by stepping out the length x width • from the total floor area, deduct 30% for walkways (1m at the base of each bed) and divide the rest by 5sqm (this is the recommended space per person). This will determine the number of people that can be accommodated in this sleeping space • where appropriate, label sleeping spaces with tape or numbered signage.

Partition the space, where possible, using screens	• senior community members • people with disabilities • families with small children • single women • people with pre-existing medical conditions • strict religious or cultural groups. • single men • large family groups It is good practice to have a separate sleeping area for evacuation centre personnel who are sleeping on-site.
Provide bedding **Based on what is available**	• stretchers (with covered foam) for aged community members, pregnant women and those with special needs who may not be able to get up and down from the floor • cribs, cots, sheets and blankets for babies and small infants • double mattresses for couples and families with small children. Where available: •one pillow and pillowcase • two sheets •one blanket •one bath towel • mosquito nets (where needed). • See Annex B – for how to calculate accommodation capacity in an evacuation centre.

Example layout for sleeping

Note: resources should not be taken out of the packaging until there is an actual need.
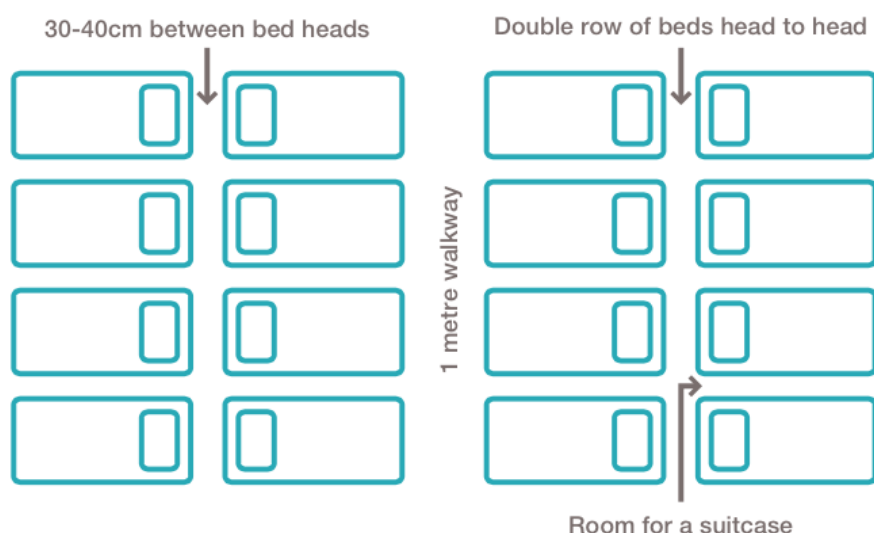
Rostering

Determining the numbers required to work at the centre should be a reasonably simple and straightforward process. Generally people working at a centre will be quite willing to move around and help out at the busier sections.

You should have an organisational structure in place that displays approximately how many people you will need in each team or for other roles. Ensure the span of control does not exceed 7 people reporting to any one position. Some personnel can be assigned more than one responsibility, depending on the size of the centre.

Having a management and reporting structure within the centre allows each individual and agency to operate within the boundaries of their role while having an understanding and appreciation of the roles of others.

Consider having job action cards for each role. These can be passed from shift to shift to capture the ongoing tasks required of the position. At the end of the activation they make for a great feedback tool to improve the position for next time. Job action cards don't substitute shift logs where all issues and important information should be documented.

It is advisable to create a staffing plan that extends at least two days in advance. Factors to consider:

- phase of the centre – opening, managing or closing
- number of people in the centre – residents and personnel
- special needs of the people, layout of the facility
- expected length of centre operations
- day usage (e.g. as a sports hall)
- minimum two people on at night
- skills and experience of the personnel available
- safety, security and sanitation.

Some roles are going to be busier than others at times, and that will vary for the duration of the emergency.

To operate the centre efficiently, you also need to take into account the other roles that you might require additional personnel for, such as

- runners
- records management
- data entry
- media/VIP chaperone
- entertainment coordination
- volunteer management.

- media coordination
- translators
- clothes sorters
- pet walkers
- material aid management

Implement mechanisms for including residents in the management and operations of the centre. Detail a list of work residents could help with like tasks to support the trained centre personnel.

Centre Shifts

Plan for future shift schedules and the associated personnel requirements. Two examples of popular and effective schedules are as follows:

Two shifts of twelve and a half hours (requires less personnel)	Three shifts of eight and a half hours (requires more personnel)
7:00 am to 7:30 pm 7:00 pm to 7:30 am	7:00 am to 3:30 pm 3:00 pm to 11:30 pm 11:00 pm to 7:30 am.

Having a staged shift change can assist with the smooth transition from outgoing to incoming teams. An example of this is having the management team handover approximately 30 minutes before the main shift changeover

Night Shift Rostering can often be challenging. Clearly communicate that personnel will be required to work night shift during the activation.

- Be careful to allow people to find a rhythm over time.
- Often it is best to roster the same team on night shift for 2-3 consecutive nights.
- Night shift can be isolating for personnel members, so be careful to ensure they are aware of any information covered in daily briefings.
- For safety it is always best to have at least one male on the night shift.
- When suitable the night shift may sleep at the entrance to the centre.

Consider developing a contact list for all personnel. Ensure all personnel sign on/off each shift!

Logistics

An operational evacuation centre will generate aneed for a large amount of resources. The identification, requesting and tracking of these resources needs to be carefully managed by the Logistics Officer and Facilities Officer.

Agencies on site will also be a good reference for local logistical arrangements.

Five principles of resource management

- **Track it** – tracking the usage of resources ensures requests are placed with sufficient time for sourcing and delivering before stocks run out.

- **Request it** – requests for resources should be based on realistic projections. Put the request in writing and support it with a verbal reinforcement.

- **Store it** – resources should be stored in a manner to prevent damage or theft.

- **Use it** – only take items out of the packaging when there is an actual need.

- **Document it** – all resource requests and actions should be recorded in a log with date and time shown clearly as this can be used for follow up and reconciliation.

Resources are not to be re-allocated to another location or organisation without the express approval of the Local Disaster Coordination Centre.

Three Categories of resources

Facility Needs	Operational Needs	Welfare Needs
Additional amenities	Security	Beds & bedding
Power supply	Internet access	Clothing
Water supply	Phone access	Food
Indoor / outdoor lighting	Information boards	Hygiene products
Air flow support	Additional personnel	Counseling
Signage	Cleaning team	Information
Waste disposal	Catering support	Mobility aids
Safety equipment	Portable PA system	Baby supplies
Traffic management	Mobile partitions	Pet Care

With all the competing priorities, it is not uncommon for resource requests to 'fall through the gap'. If you don't hear about the progress of the request, check before leaving it until stocks run out. Be careful of not duplicating requests though!

Coordinating cleaning and hygiene products

- arrange for regular laundry of bedding linen and towels

- coordinate the daily cleaning of toilets and common areas

- provide a supply of daily hygiene products (e.g. 125grams of soap per person and feminine hygiene products)

- supplies for special needs should be identified (e.g. bathing infants)

- monitor and resource daily consumables such as: −paper towel −hand sanitiser −toilet paper −soap and hand soap − mosquito repellant − stationary −newspapers −garbage bags −nappies

Note: The Local Coordination Centre may allocate petty cash to the facility for the purchase of incidental supplies – milk, bread, toilet rolls etc.

Coordinating waste management:

- internal bins should be lined with plastic bags and be emptied daily

- external bins should be emptied regularly. Extensions to contracted waste disposal services may be required

- local waste recycling should be undertaken

- bins should be cleaned as required.

Note: Emergency distribution points for donated goods should be set- up at separate locations to the evacuation centre.
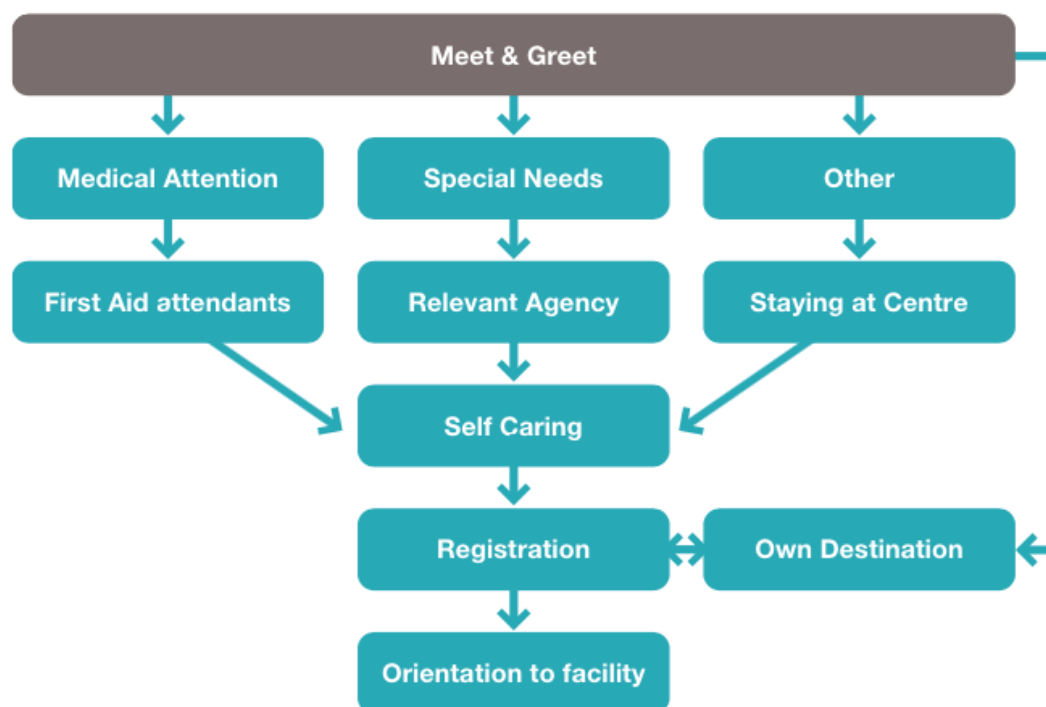
Coordinating transport

- consider public transport arrangements available

- work with the Local Coordination Centre to arrange shuttle services for evacuation centre residents to link them to public transport systems or door to door as needed

- consider a sign up sheet for residents (e.g. 15 spaces on the shuttle bus for 10am)

- arrange personnel transport in accordance with shift changes.

Coordinating drinking water:

- a process to monitor 'actual' water usage and distribution needs to be planned. Never allow water supplies to be depleted

- each person should have available 4Lof drinking water per day. People with special needs will require extra quantities

- queuing time for water should not exceed 15 minutes. Consider the number of people per tap and the water flow

- each family should have access to at least 2 drinking water containers (holding between 10L to 20L). Containers should be clean, hygienic and easy to carry

- if drinking water is contaminated or interrupted, bottled water may need to be distributed, consider storage and recycling.

Evacuee Triage

A guide to Triage Priorities is provided below:

	Triage Consideration	Signs	Action
1	Medical – injury, illness, health condition requiring immediate attention.	Obvious injury, signs and symptoms of medical distress.	Seek medical attention immediately. First aid, if appropriate register later.
2	Special needs – elderly, disabilities, health consideration.	Difficulty standing, mobility issues, unable to remain seated in waiting area, supported by carers.	Priority Registration.
3	People with infants, young children, advanced pregnancy.	Any infants. Young children who are either distressed or causing distress to others. Parent struggling to cope with children in the waiting area.	Priority Registration.
4	Outward signs of distress / social isolation.	Emotionally upset – crying, trembling. Uncomfortable in crowds.	Supported registration / agency referral.*It may be that registration process*

|			*is delayed while person receives immediate support.*
5	**People with pets.**	Persons accompanied by pets or animals (excluding assistance dogs).	Directed to animal welfare area, followed by the registration waiting area.
6	**People with wet clothing.**	Clothes they are wearing are wet due to exposure to elements and have no change of clothes with them.	Directed to the material aid area, followed by the registration waiting area.
7	**Evacuees unsuitable for admittance.**	Under the influence of alcohol, drugs or other substances. Violent or aggressive behavior or do not fulfill the centre 'rules'.	No entry permitted to the centre (security intervention may be required).

Meet & Greet

The Meet & Greet team is the first point of contact at the centre. Most affected people have never visited an evacuation centre; therefore it is important they receive a warm welcome and initial assistance. The team:

- provides basic information on the registration process and support at the centre
- triages any urgent needs and prioritise waiting times
- establishes and maintains a comfortable waiting area with queuing system
- set-up and monitor a table of recovery resources, as needed
- liaises with traffic management and deters congregation that might block facility access
- supplies refreshments and children's activities as needed
- provides personal support where appropriate
- encourages all guests to sign in/out
- encourages all residents who are temporarily absent to sign in/out
- ensures any residents permanently leaving have de-registered.

When a large number of people are accessing the centre and capacity exists, it is often valuable to have a representative of the Local Government at the entrance to provide information and referral.

Meet & Greet and Registration area – suggested layout
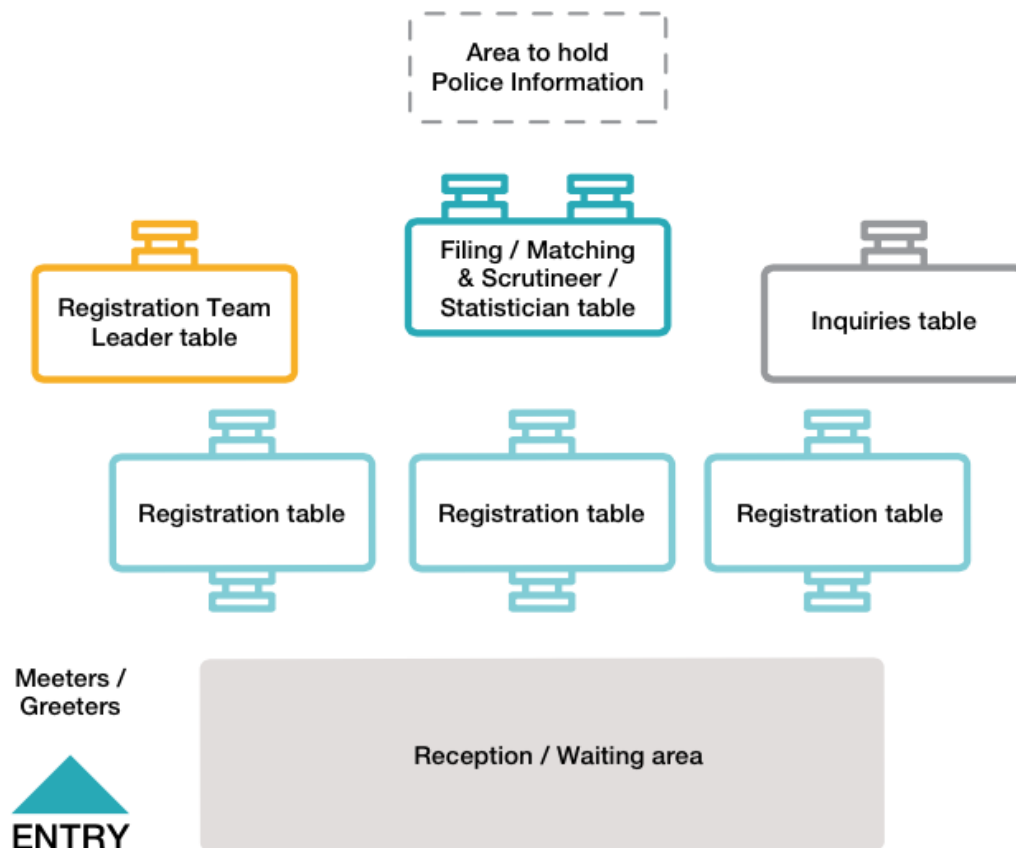
Reference: Emergency Relief Handbook (2010)

Registration and Intake

Registration Team responsibilities:

- register each individual and family group, that is physically present,

- document inquiries for missing family and friends

- provide centre information and a welcome kit to all residents

- provide personal support, where applicable

- remind guests and residents they are expected to sign out when leaving temporarily and otherwise

- thank those registering and direct them to the Personal Support Team, who will show them to their sleeping arrangements

- be sensitive to stress levels and maintain confidentiality

- de-register residents leaving permanently.

Registration and Meet & Greet Team Leader responsibilities:

- establish suitable areas and signage for the flow of people and registration processes

- project flow and estimate volume then implement a service delivery and staffing plan

- ensure the most up-to-date NRIS forms are being used

- brief all team members on the movement of documents within the registration system

- be available to support the team with any issues

- check for accuracy and legibility on forms

- provide a telephone to contact the Telephone Interpreter Service (TIS), and display large-print A3 versions of 'Find your language', as required

- report the flow and statistics of registrations to the Deputy Manager

- escort official visitors, including media, to the manager

- ensure protocols for storage and sharing of personal information while maintaining confidentiality. This may involve locking documentation away at nighttime.

Storing and sharing personal information

Use of any personal information captured at the centre and during the registration process must abide by privacy legislation. However, in an emergency situation, the public interest of safety will override the privacy requirements.

Partner agencies and governmentbodies may request details of the people registered. Registration teams may take individual inquiries, but are not permitted to release lists or bulk information to agencies or local government. These requests should be referred to the responsible authority. The exception is any request for an imminent threat to health and safety. Be careful to log all requests.

Visual identification measures such as lanyards or wristbands are often used to assist with identifying residents and guests from the general public accessing the facility. Consider balancing the privacy and civil liberty issues of 'badging' people with the management concerns of safety and security.

Welcome kits

Where possible welcome kits can be provided to residents. Information and goods should assist people with their time in the centre and for their personal and individual recovery. Contents will be context and individual specific, but may include:

- Resident Information Sheet

- • 'Coping with a major personal crisis booklet' – Red Cross publication

- • when applicable – the daily newsletter on the centre

- • other agency booklets

- • basic personal hygiene items.

Deregistration

To ensure records are accurate it is important to have all residents de-register upon departing the centre. It is important to clearly communicate to residents the importance of this process from the time they first arrive at the centre.

Resident Intake Form

Keeping records of people in the Evacuation Centre is critical. To assist staff in collating necessary information about residents, a Resident Intake Form is to be completed for each resident in the Centre. A format for a Resident Intake Form as provided by the Red Cross is provided at Figure 5.

RESIDENT INTAKE FORM

EMERGENCY SHELTERING

To be completed with the Register.Find.Reunite registration form.

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Residents staying at the evacuation centre will often have needs that cannot be captured on the Register.Find.Reunite registration form. The Intake Form is a living document for each person/ family group. The top half of the form is relevant to needs within the evacuation centre and the bottom half is for the transition to recovery support services.

PLEASE PRINT CLEARLY IN BLOCK LETTERS USING BLACK OR BLUE PEN

Family name/s (of family representative):   Given Name/s:

Address:

    Phone number:

☐ Register.Find.Reunite Registered?   ☐ Welcome pack?   ☐ I.D.   Place of intake:

Interviewer name: Initial and dated:

Additional personal/physical support required in the evacuation centre or accommodation?   ☐ Yes   ☐ No

☐ Health issue   ☐ Mobility issue   ☐ Allergies   ☐ Medications   ☐ Dietary
☐ Communication issue   ☐ Frail aged   ☐ Personal carer   ☐ Pets   ☐ Other

Brief description (for discussion with Registration Team Leader to determine the appropriate actions):

Details of the actions taken:

Registration Team Leader name:

ADDITIONAL INFORMATION TO ASSIST WITH RECOVERY SUPPORT

Brief statement of how the person/family was affected in the emergency (e.g. level of damage to residence, access to residence, impact to family members, insurance coverage):

Additional recovery services support (e.g. temporary housing, financial support, psychosocial support or client of a non-emergency service):

DEPARTURE PLANS   Additional transport/housing support required beyond the evacuation centre?

Departure address:

Date/time: Transport: ID returned

Administration Officer: All sections actioned?   ☐   Signed and dated:

Completed Intake Form to be given to the Registration Team Leader.

Figure 5 – Resident Intake Form

Resident communication

Open communication within an evacuation centre is essential for management teams. Be aware that some people may have specific communication difficulties such as being hearing impaired or sight impaired, literacy challenges or English as a second language. Information should be posted in appropriate languages and accessible formats to ensure effective communication.

Keep a copy of all communication for incoming personnel and an audit trail.

- Place the information in a centralised area where all residents will have access.
- Nominate one person to be responsible for managing content.
- Always put "correct as at" followed by date and time at the start of any communiqué.
- Use a standardised format to allow for familiarisation of information placement.

Where possible provide access to information by:

- establishing a free wireless internet system with Wi-Fi capability
- providing laptops with internet access
- making a phone available for short calls
- arranging for newspapers to be available daily
- having TVs and radios available (projectors streaming news from laptops may also be used)
- arranging for local council members or emergency management officials to visit and answer questions.

Whenever time allows, it is valuable for management to slow down and interact with residents and personnel. By answering questions and quelling rumors it will allow management to 'take the pulse' of the centre and convey a sense of transparency.

Communicating information

Communicating with evacuees to pass on information and to listen to their concerns and provide access to relevant support is a vital function within an Evacuation Centre. There are several ways to achieve this as depicted in the table below:

Modes of communication:	
Resident Noticeboard	Possible resident noticeboard content: • maps and charts • atest information from the Local Government and Emergency Management websites • news media about the emergency and any positive articles about the Evacuation Centre • agencies in the centre, their roles • recovery services and community service programs available • menus for the daily meals • mud map of the facility, with services marked • details of Wi-Fi, telephones, newspapers, • the 'Centre Rules' poster and other information from the welcome kit • reminders on good personal hygiene and the de-registration process • contact numbers • sign up sheet for centre shuttle bus and public transport details • locations, opening hours and stock availability of local services such as chemists, doctors, supermarkets, hardware stores • 'correct as of' details for each item.
Resident Information Sessions	• Good practice within Evacuation Centres is to hold regular information sessions / meetings with residents. This creates a platform for sharing important information but also allows for residents to ask questions and clarify information and arrangements. • When communicating, provide only confirmed information that is consistent with the Local Coordination Centre. • The most practical time to hold resident meetings tends to be at the start orend of meal times as this is a normal gathering time and people tend to be most receptive.

	• At the meeting you should:
	• • introduce centre personnel to residents
	• • provide updated information regarding the situation of the emergency, resources available, recovery process, etc.
	• • announce rules and regulations for the facility after consultation with residents
	• • announce daily schedules or changes to the planned schedule
	• • recruit resident volunteers to assist with centre tasks
	• • dispel rumors.
	• • discuss and resolve problems
	• • update on the next information session, change to the noticeboard.
	• Common information required by residents
	• • What is the current situation? What is about to happen?
	• • When can I go home?
	• • Is my house damaged?
	• • Are the roads open?
	• • What are the dining and sleeping arrangements?
	• • What assistance and support is there? Do I qualify for support?
	• • Who do I talk to if I have questions, concerns or complaints?
	• Information sessions are important even if there is no information to report; the fact there is no change in the situationis also important. The briefing is an opportunity to dispel rumors that can be damaging to morale and order.It also indicates that management recognises the importance of communicating with residents.
The Welcome Kit	• Resident Information Sheet
	• 'Coping with a major personal crisis booklet' – Red Cross publication

	• when applicable – the daily newsletter on the centre • other agency booklets • basic personal hygiene items
Meet & Greet table of resources	When a centreis open for an extended period of time, recovery services may drop off materials of relevance for residents. Often it is useful to have a table in the Meet & Greet area for materials to be displayed.
Daily Schedules / Information Sheet	When a centre is likely to continue beyond the immediate sheltering phase it is important to establish daily schedules and activities to help promote routine in an otherwise chaotic environment. An evacuation centre runs best when it has a routine that everyone follows. Daily schedules provided to evacuees help everyone understand the key things and key timings within the centre. Information sheets should not replace Resident Information Sessions but complement them.

Sample daily evacuation centre schedule	
0600	Residents begin waking, showering etc.
0645	Phone check-in with organisation
0700 – 0730	Personnel handover (12hr + 8hr rotations)
0730 – 0800	Breakfast
0800 – 0830	Resident information session
0900	Reports sent externally
0900	External agencies begin offering services e.g. childcare
0930 – 1030	Cleaning, waste and facilities repair
1000	First centre shuttle bus departs
1000 – 1030	Agency Team Leader Meeting

1030 – 1100	Media and VIP briefings
1300 – 1330	Lunch
1500 – 1530	Personnel handover (8hr rotation)
1700	External agencies wrap-up offering services
1730	Last centre shuttle bus returns
1830 – 1930	Dinner
1900 - 1930	Personnel handover (12hr rotation
1900-2000	Nightly entertainment
2200	Quiet time (lights and TV off), lockdown if needed
2300 – 2330	Personnel handover (8hr rotation)
2400	Headcount undertaken

EMERGENCY SHELTERING

RESIDENT INFORMATION SHEET

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Our aim is to create a safe and supportive environment for everyone. Please consider the following:

Available assistance

Our aim is to cater for your basic needs, including:

- shelter
- food
- clothing

It may be possible to:

- use a telephone
- charge mobile phones
- access the internet

Additional assistance will also be available through recovery agencies. Details of this support will be posted on the information board.

Orientation

After you have completed the registration process you will receive:

- information about the layout, location of facilities, meal times and daily timings
- information about the services available. All information is updated regularly on the information board
- a bed space allocated to you

Sign In/Out

For safety purposes it is important that we know who is present at all times

- please sign in/out whenever entering or leaving the building.
- the resident log is at the main registration desk
- visitors are also required to sign in/out
- please leave a forwarding address when relocating elsewhere so we can let enquiring friends and family know

Special needs

- please advise the Catering Team of any food allergies or special dietary requirements
- notify the First Aid Team of any medications you are taking or if you have a medical condition
- please advise the Registration Team of any language or literacy concerns
- if you think you will require temporary housing, please let the registration desk know

Media

Representatives from the media may approach you looking for photos or interviews. It is up to you whether or not you talk to them. If you do an interview or have photos taken, please be aware of others around you. Please report any problems with the media to the staff.

Standards of behaviour

As with all public venues there are minimum standards of behaviour.

The following guidelines help everyone share the space safely without causing any additional stress.

- no drugs or alcohol are allowed in the centre, so anyone under the influence of drugs or alcohol will not be allowed to enter
- under state legislation, smoking is only allowed in designated smoking areas
- footwear must be worn at all times for safety and hygiene reasons
- you are responsible for your own belongings, keep valuable items with you
- keep noise to a minimum between 10.00pm and 7.00am
- pets are to remain in designated areas only (usually outside) and owners are responsible for provisions
- parents are responsible for keeping track of and controlling the actions of their children
- children must be accompanied to the bathrooms by a parent
- children are not to be left unattended in the centre
- inappropriate language will not be tolerated.

Housekeeping

This is your temporary home. Please help to keep it clean.

- pick up after yourself and keep your belongings tidy
- keep walkways and emergency exits clear
- clean up spills or notify staff
- dress appropriately at all times (for example, appropriate clothes at meal times)
- maintain appropriate personal hygiene
- ensure everyone has eaten before you return for a second helping
- dispose of rubbish in bins provided
- report any unsafe areas
- read the information board regularly
- if you need help, ask!

Volunteering to help

Residents are encouraged to help in the daily activities. There are many jobs that do not require special training. Please see the registration team if you would like to help.

Assistance is primarily provided by VOLUNTEERS.

Misunderstandings

Please remember that people from your community may be staying with you and this brings together everyone's cultural, social and linguistic diversities. Things to consider:

- everyone here is trying to manage their own stress
- misunderstandings happen now and again but they can be resolved
- take the time to consider what might be happening for the other person instead of assuming their intention
- talk to the staff if you feel a misunderstanding has occurred and you are unable to resolve it yourself.

Steps to recovery

Emergencies can be disruptive and very stressful. It's normal to have a range of feelings in reaction to an abnormal situation like this. Please remember:

- everyone copes with stress in their own way
- be patient and forgiving of other peoples' differences
- take time out to care for yourself physically, emotionally and spiritually
- there are a range of agencies available to support you during this time so don't hesitate to ask for assistance.

Supporting personnel

It is important to provide personnel with regular information to assist in carrying out their daily tasks. When personnel feel informed and confident it will increase communication and team performance.

Personal Information requirements:

- shift changeover times
- briefing times and management meetings
- transport arrangements to and from the centre
- accommodation and eating arrangements
- daily statistics on the Evacuation Centre
- news of the emergency and wider response operation
- key contact names and numbers
- environmental health or other considerations in the centre.

Three ways to share information with personnel

- Personnel information board
- located away from general public view.
- Personnel communications folder
- held by the Administration Officer or registration team.
- Personnel bulletin − printed daily.

Information in a team bulletin may include:

- contents of sit-reps
- contact details of people and agencies
- overview of previous days incidents
- updated processes everyone should be aware of
- resourcing requirements
- the daily roster

Ways to support Personnel

- provide a suitable working environment
- encourage buddy systems for new staff
- implement performance evaluation processes
- rotate staff through different roles
- manage workloads and ensure regular breaks

- supply hot and cold drinks, snacks and meals

- maintain a supportive atmosphere

- make available psychological support and counseling

- ensure regular updates on the changing situation

- provide regular positive feedback

Managing poor staff behaviour

In the event that a member of staff displays behaviours inconsistent with the 'Information for Staff' poster, particularly which causes stress, danger or discomfort to fellow personnel or residents, the Centre Manager should take the following steps:

- Act promptly to give feedback and clear, concise instructions for performance/behaviour.

- Provide concrete examples and demonstrations of acceptable performance/behavior.

- Focus on the behavior rather than the person e.g. 'what was said was very rude', rather than, 'what you said was very rude'.

- Gain an understanding of causes for concerning performance/behaviour and propose steps to resolve it which may include:

- taking a break from work to gain perspective/remove themselves from a situation causing stress or anxiety

- coaching and mentoring of personnel to establish appropriate behaviours/ performance

- mediating between team members

- transferring personnel to another role more suited to their skills and interest.

- Call on additional assistance if required from your organisation or the Local Coordination Centre.

- In the worst case, a team member should be asked to stand downfrom their position by the Centre Manager with another member of the management team in attendance

Briefings

Briefings will need to occur regularly in an evacuation centre. Specific briefings should occur at key times including:

- when opening a centre

- for any incoming personnel

- at shift changes

- when the situation or objectives change

- when closing the centre (debriefing).

Before starting:

- ensure people are comfortable

- you are away from distractions

- there is enough time for the briefing

- people have a pen and paper to take notes

- you have introduced yourself and your role

- review the shift log and previous reports for relevant content.

Example Briefing Template

Situation	• A description of the current situation −what is occurring in the wider emergency response − statistics from the centre.
	
	• Predictions of how the incident is likely to develop
	  − the number of residents or guests expected
	  − forecast duration of the event
	  − expected closing day of the centre.
	
	• Overview specific to your agency −personnel movements − activities in the centre.
	
	• Agencies present and their role. • Locations of changed areas.

Mission	• What is the main objective of the shift? • What are the main strategies to be used? • Identify any special needs of residents and supporting actions. • Current and planned activities in the centre.

Execution	• Delegation of tasks
	
	• Timings for:
	  − Coordination meetings
	  − Shift changes
	  − Resident information sessions

	− Visits from VIPs & media − Meals, entertainment etc. − Support personnel (e.g. cleaning, security, maintenance). - Locations: −Details of personnel who are temporarily leaving the centre.
Administration & Logistics	- Equipment required: − any outstanding requests – internally and externally − ensure everyone has a tabard and ID (if applicable) − keys and arrangements for facility access, alarm codes. - Transport arrangements: − keys, forms and parking − transport for incoming and outgoing shifts. - Personnel arrangements: − access to food and drinking water (dietary requirements?) − location of toilets etc. − break/rest times. - Accommodation arrangements: −Shift times and changeover–time, place, method. - Documentation: − Report timings. - Reminder of good shift log record keeping.
Command & Communications	- Organisational chart of internal and external roles - Contact details for key personnel. - Communication channels with other agencies. - Reminder: confidentiality of personal information. - Media interactions and procedures. - When the next briefing is expected to occur. - Any changes to the resident or personnel

	information board.
	• Residents active in centre leadership or participation e.g. cleaning, organisation.
	• Procedures for spontaneous volunteers and donated goods.
Safety	• Predicted weather changes.
	• Known or anticipated hazards.
	• Location of exits from the centre in case of the need to evacuate.
	• Location/access to first aid.
	• Details of the current Safety Adviser.
	• Awareness of signs of stress and fatigue and what to do.
	• Contact details of agency support systems and people.
Questions	Is everyone clear about his or her tasks? • Are there any questions? •Address any rumors or conflicts. Acknowledge the hard work of all involved! Thank anyone not returning to the centre.

Note: It is not always necessary for the Centre Manager to undertake the briefing. There might be opportunities to support other personnel in the task, while you supervise. Make sure the person giving the briefing is prepared. It should be succinct and appropriate.

Agency support

With a number of agencies operating in the centre itis important for the Centre Manager to be in constant communication with agency team leaders on site. A daily team leaders meeting should be established to exchange information.

With a number of agencies operating in the centre itis important for the Centre Manager to be in constant communication with agency team leaders on site. A daily team leaders meeting should be established to exchange information. Consider:

- establishing the same time each day (10am often works well)
- using the personnel briefing template to develop an agenda
- having the Administration Officeron hand to capture details/actions (distribute printed copies if possible)

- encourage everyone to be punctual.

Suggested team leaders meeting agenda items:

- current sit-rep

- safety, security or sanitation issues

- suggestions for operational improvement (e.g. layout, access to information)

- the plan to closure.

- Be consciousof Team Leaders' time. If the meetings are not keep succinct and appropriate, then people will soon find higher priorities and stop attending.

All agency contact list

One of the most important documents is the contact list that outlines all of the critical contact numbers for services. Update it at each coordination meeting.

Media and VIPs

Preparing for the arrival of the media or a VIP:

- Notify the Local Coordination Centre and your agency Media Relations team.

- Designate a media holding area outside the centre and have a team member support it with refreshments.

- If the guest is likely to walk around the Evacuation Centre, make an announcement, so residents can step away if needed.

- Work with centre management to ensure enough personnel are available to escort media and VIPs.

- Consider extra Police or security support.

- Ensure the Personal Support Team is alert to any signs of extra stress the visit might cause.

- Review the latest reports for statistics.

- Identify if any residents are interestedin sharing their story with the media. Have a team member wait with obliging residents in a location that is separated from other residents.

- It is not uncommon for VIPs to ask centre management what else can be provided that will assist in the operations of the centre. An honest assessment is always best, but be careful of not superseding the emergency management arrangements already in place

Ground rules for media personnel:	
1	The priority of the Evacuation Centre is the affected people. Respecting their vulnerability, privacy and confidentiality is paramount. We don't want to put additional stress on people who have already been affected by the emergency.
2	Just like someone's home, most areas of the centre are considered private, so please don't attempt to go into these areas (e.g. sleeping space, children's area).
3	Media should be encouraged to display appropriate identification at all times.
4	If it is a suitable time, a short tour of the centre can be facilitated. While moving around the centre, the media should be encouraged to carry cameras at waist height to ensure the impression of filming isn't given. Unless, an announcement has been made to all residents. Be sure to maintain the privacy of sleeping and family areas.
5	Where possible the media will be provided an opportunity to take panning shots of the facility that do not feature individuals. Close-up photos or video of people's faces should only be taken with their permission.
6	Individual interviews with residents can be facilitated. The centre spokesperson should have these pre-organised in a designated location.
7	All future visits should be pre-organised with the centre management and/or agency or local government media relations.

The 10th Principal Commitment of the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief ... "In our information, publicity and advertising activities, we shall recognise people affected by disasters as dignified human beings, not hopeless objects"

At times, personnel may want to take a photo of the work environment and colleagues. Gain permission from the evacuation centre manager. Respect the privacy of affected persons by taking photos in areas away from the residents. Remember to remove any agency identification.

Centre spokesperson

The centre media spokesperson will be supported and advised by their agency's media adviser, who can assist with messaging, manage media and VIP visits, facilitate the timely and effective flow

of vital public information and promote effective work of the operation.

Designate someone who:

- has training and experience in speaking with the media and general public
- has an understanding of emergency management arrangements
- is familiar with the centre's daily routine and operations
- is familiar with agency policies and protocols.
- More often than not, the role of media spokesperson is taken on by the Evacuation Centre Manager.

Spokespersons role when VIPs or media arrive:

1. Introduce yourself and express your willingness to assist where possible.
2. Explain briefly what your role is and clearly identify yourself with appropriate agency uniform.
3. Gather details on where the person is from, the intention of the visit, whether they would like a tour or to speak with a particular person etc.
4. Be positive as you establish the 'ground rules' (don't forget sign in/out).
5. If questions go beyond the 'spokespersons' scope of authority, encourage them to contact the Media Relations team.
6. Thank the visitor for coming. If suitable, give out a contact number and encourage them to call ahead if another visit is likely.

For unplanned visits, team members should greetall government officials and media at the door, while another team member informs the Centre Spokesperson and Centre Manager

Often media will want to discuss donated goods and services. Cash donations are always the preferred method of assistance (but not at the centre). Evacuation centre spokespersons should always ensure that the evacuation centre is for people and is not a sorting centre for donated goods or services.

Media Talking points for evacuation centres

What is an evacuation centre?

- provides basic, essential needs to people affected by an emergency
- a short-term solution which assists with the immediate needs of affected people during the initial response
- the final option after other possibilities such as family, friends and neighbours have been exhausted.

What the evacuation centre provides:

- only basic support services, such as food, first aid, clothing, shelter and personal support
- the process will involve registration of all residents
- there are other agencies on site to provide X, Y and Z. (Consider describing the layout of the facility to help 'paint the picture'.)
- make it clear if household pets can be accommodated or what other arrangements are in place.

What people should bring to the centre in a sturdy container:

- personal medications, prescriptions, glasses and other personal health aids
- personal identity documents and a small amount of cash
- toiletries and a towel
- mobile phone and charger, a torch and batteries
- light clothing and bedding (sometimes)
- cash, water bottles and non-perishable food to last for 12 hours (sometimes)
- baby necessities such as nappies and baby formula
- entertainment for children and adults (e.g. a book.)

Further details:

- the address and transport options for the centre
- access to other information such as www.redcross.org.au, the local government website

Have a personal interest story in mind that emphasises the mood in the centre

Have details on the number of people registered, who slept the previous night, meals served, personnel involved and community organisations that have been especially helpful.

External Reporting

The Centre Manager is responsible for managingthe flow of information toand from the centre and key groups. This information is normally communicated by phone with some face-to-face interactions. The main reports are:

- Those provided by supporting agencies to the centre manager as part of team meetings and planning

- Situation Reports (or Centre Reports) Local Disaster Coordination Centre and partner agencies, providing information and statistics on the centre.

Formal Situation Reports should be sent at least once a day or as per the frequency directed by the Local Disaster Coordinator.

To save time, the Administration Officer can draft daily reports using management logs and briefing templates. Then the Centre Manager can check and sign the reports before they are sent. Make sure all reports are archived.

Four good ways to take a resident census:

1. Tally up the intake forms and subtract any departed residents.

2. Have the night shift take a head count when everyone is sleeping.

3. During the day, walk around and count the number of people present.

4. At meal times count the number of people lined up.

A useful reporting tool as used by the Red Cross is provided in Figure 6 below:

EMERGENCY SHELTERING **REPORTING TOOL** ✚ **Australian Red Cross** THE POWER OF HUMANITY

FACILITY NAME AND ADDRESS:		INFORMATION RELEVANT FOR: From: To:	Day #:
COMPLETED BY: (role and contact details)		DATE AND TIME:	

1. Residents staying (refer to intake forms and confirm with a headcount)

Adult Males	Adult Females	Children (under 18)	Response personnel (not operating internally)	Sleeping outside (e.g. caravans)	Other	TOTAL RESIDENTS (sleeping on site)	TOTAL NRIS REGISTRATIONS

2. People who visited (refer to the Sign/out)

Day Guests (affected persons accessing support)	Visitors (e.g. VIPs, contractors and media)	Number of others who visited and not signed in (guess)	Other

3. People with special needs (discuss with support agencies)

Aged Care Support	Household Pets	Childcare Support	Other

4. Meals Served (discuss with food distribution agency)

Breakfast	Lunch	Dinner	Other

5. Agency personnel working on site (discuss with agency representatives)

1. Red Cross	2.	3.	4.	5.	6.
7.	8.	9. Security	10. Contractors	Other	Total Personnel:

6. Issues identified and/or anticipated requirements (e.g. pets, the facility, resources, overall mood, medical concerns etc)

Total # of Incident Report Forms Completed =

| INFORMATION DISTRIBUTED TO: (email, phone, fax or copy)	DATE AND TIME:

The 3 S's – Safety, Security and Sanitation

Safety

- Ensure the safety messages are conveyed to personnel in all briefings.

- Identify personnel with first aid qualifications and designate particular personnel to be Safety Advisers oneach shift (when this isn't applicable, the Logistics Officer is responsible for safety).

- Ensure all personnel wearing protective and indicative clothing.

- Inform residents of the need for cooperation and assistance.

- Ensure toilets, walkways and showers are well signed, lit and monitored regularly.

- All decisions and actions of the Centre Manager in relation to accidents or incidents should be clearly recorded in their shift log.
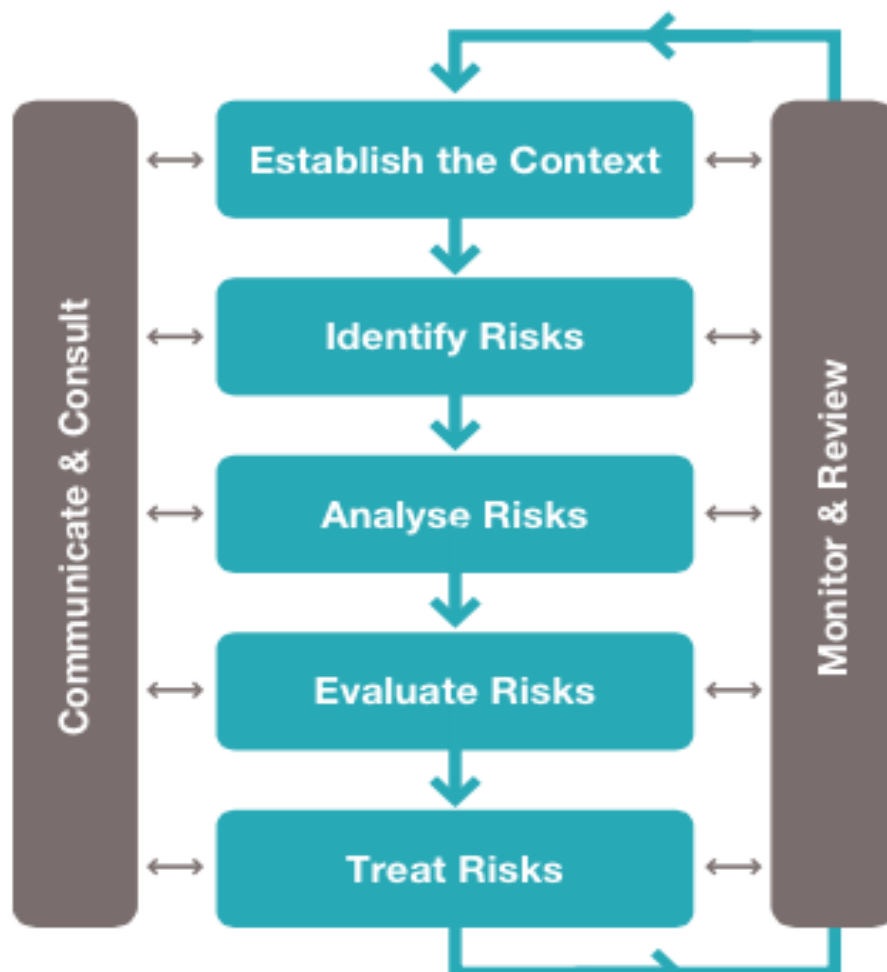
Risk management

A risk assessment should be carried out at the beginning of each shift and when a situation or the dynamic within the centre changes.

- **Step 1: Identify the hazard** – walk around the evacuation centre and lookat what could reasonably be expected to cause harm, involve the team. At all times when assessing risk never put yourself at danger.

- **Step 2: Decide who might be harmed and how** – for each hazard you need to be clear who might be harmed and what sort of injury could occur.

- **Step 3: Evaluate the risks and decide on precautions** – once a hazard is spotted, can I get rid of it? If not, how can I control the risks so harm is unlikely?

- **Step 4: Record the findings and implement them** – write down the results of your risk assessment and share with the team. Keep it simple.

- Step 5: Review your assessment and update when necessary – review daily, share with team if any changes.

Fire Safety

Good fire safety involves documenting preparedness actions. Consider:
- developing an emergency evacuation plan, based on the buildings plan
- put procedures in place for evacuating people with limited mobility
- clearly mark locations of fire extinguishers and blankets
- ensure the clearly marked emergency exits are not blocked
- identify a pre-designated emergency assembly point
- ensure alarms are functional
- restrict smoking to outside the facility only.

Note: If the power goes out residents and personnel may be tempted to use candles, heaters or kerosene lamps inside for light or heating. Light sources with an open flame are a fire hazard and someheat sources emit gases that are dangerous to health. Ensure everyone is using electrical or battery-powered light or heat sources.

Accidents

- A formal recording and reporting structure for accidents should be put in place and clearly communicated to all team leaders.

- All accidents should be reported to the designated on-site first aider then to the Local Coordination Centre.

- The first aider will provide immediate first aid assistance and will decide what follow up treatment or support may be required.

- In the case of a serious accident or medical condition 000 should be called immediately.

- Where no first aider is present all accidents should be referred to the local medical provider.

- All accidents and near misses need to be documented in the shift log and an incident report form completed.

Security

Appropriate security arrangements should have been put in place by the Local Disaster Coordination Centre. Centre securityis normally tasked out to a contract security company with police providing support and roving patrols as necessary (some private facilities may already have contracted security arrangements). When contract security is on site there are a number of considerations:

- advise the security provider of the centre arrangements

- include a security representative in daily team leader meetings

- do not have security positioned directly in the front entrance as evacuees may feel threatened or unwelcome, however having them close by can be reassuring for personnel and residents

- encourage security to keep their presence discreet when the centre is running smoothly

- during the evening and night encourage security to be more visible as it helps identify hot spots for security to focus on – toilet / wash facilities, out buildings, areas of poor lighting, main entrance and exits, food and clothing storage areas, personnel areas – in particular where personal belongings and equipment may be stored

- perimeter controls should be considered

- share the fire safety plan and confirm expected actions

- implement a lock-down time of 10pm with arrangements for after hours access.

- gives patrons peace of mind

Incidents

Due to dynamics of the evacuation experience and the diversity of residents it is highly probable that some incidents may occur in and around the centre. The most common incidents tend to be:

- aggressive or anti social behavior

- cultural or social intolerance

- substance abuse (resulting in anti social behavior)

- domestic violence

- self Harm

- theft

- vandalism

- workplace health and safety

- allegations of improper conduct

Actions for dealing with incidents

- When dealing with incidents it is important that personnel do not put themselves in a position of harm.

- All incidents should be recorded in the shift log and an incident report form completed.

- Consider duplication of the incident report form as police and the Local Coordination Centre may want a copy depending on the severity of the incident.

- The police service will respondto incidents under their normal response procedures however during emergencies it is common for police to increase patrols in and around centres.

- Specific safety or security concerns should be communicated to the police and the Local Coordination Centre.

- The evacuation centre is not obliged to grant access to persons who present a threat to the safety and well being of other centre patrons or themselves.

- The Centre Manager is also within their rights to ask a person to leave the centre if they are not willing to align their behavior with centre rules.

Sanitation

Within an occupied evacuation centre it is normal for environmental health issues to present, however the management team needs to be aware of potential issues and how they can be mitigated.

Issues	Treatment
Cleanliness of facilities	Ensure Facilities Officer has arrangements in place for regular cleaning. It may be necessary to arrange short-term clean teams until official arrangements are put in place.
	Ensure that all cleaning products are safely stored and clearly labeled.
	Ensure arrangements are in place for waste disposal on-site and the removal of waste from the site.
	Consider the impact of cleaning on respiratory infections
	limit dry sweeping. –Ensure all accessible areas are clear of debris and other harmful materials. – Consider grounds and car park cleaning.
Hygiene	Ensure the availability of adequate wash facilities and hygiene products.
	Set up hand sanitising stations at key locations in the centre, the best locations tend to be the entrance, dining and kids play areas.
	Display posters with hygiene messages.
	Deliver health and hygiene messages during centre meetings.
	Ensure that all team leaders are promoting hygiene messages to their team members.
Infectious conditions	Should outbreak of infectious diseases occur, take the following precautions:
	Continue to promote personal hygiene measures
	Report any outbreak to the First Aid team, the Local Coordination Centre, and your supporting agency
	Notify outbreak to medical officer for action including possible notification of public health services to investigate the outbreak
	Ask residents who may be affected to self-report to centre personnel
	Working with medical personnel and partner agencies, identify other residents who may be affected and speak with them privately
	increase the distance between people

	consider isolation areas and separate toilets for individuals with infectious conditions
	consider transport to external medical facilities
	perform environmental cleaning.
	Note: All areas where children play should be cleaned regularly and frequently. Encourage parents and caregivers to monitor children for symptoms of illness and report any immediately.
Food Security	Ensure there is a trained food handler on-site to ensure best practice.
	Ensure catering equipment is up to standard.
	Restrict access to the food preparation and storage areas. −Arrange for portable cold storage units if the on-site storage is not adequate.
	Ensure food serving area is appropriate and all meals are served in a timely manner.
	Ensure food is not consumed in the sleeping area
	Ensure the catering team has adequate support to clean up in a timely manner after meal times
	Consider special dietary requirements.
	Consult the Environmental Health Officer about the management of donated food.
Special Needs	Arrange for additional support and supplies for people with special needs. It may be necessary to organise incontinence products, toileting / showering aids, oxygen and resources for infants.
Pets	Ensure there is a pet care agency on-site.
	Create clear boundaries between pet and people areas.
	Ensure that pets are not allowed access to food prep, serving or dining areas.
	Provide pet waste bags and disposal stations.
	Communicate pet care guidelines to owners, ensuring awareness that owners are responsible for the care of their own pets.

Environmental Health Officers (EHOs are a valuable resource for ensuring the centre is not just safe but complies with public health regulations.

Spontaneous offers of assistance

Experience with emergency recovery has shown that affected communities recover sooner when they can make their own choices about goods needed in day-to-day life.

An evacuation centre is set up for people who need support during an emergency. There are usually not the resources available to deal with donated goods.

Spontaneous offers of assistance from the public should be directed tothe appropriate external contact point.

Messages for centre staff to share when managing public desire to volunteer are:

- offers of help are appreciated (those affected by the emergency are the first priority)

- the needs of the community are generally able to be addressed by a range of trained personnel from various agencies (Offers of assistance can be productive, but can also overwhelm agencies)

- those wishing to volunteer should contact their local council or state volunteer agency (procedures for managing offers of assistance should be obtained from the lead agency).

Community organisations

In an evacuation centre, it is common for community organisations to offer services to residents and guests. Depending on the need, the type of service being offered and the accreditation of the organisation it might be appropriate to either:

- have the organisation leave information about their service on the table in the meet & greet area or on the information board

- have a member of staff chaperone the organisations representatives as they interact with residents

- establish daily visiting times for the service to be provided.

- Any information gathered regarding individuals and families who require additional services, whether medical or otherwise, must be carefully protected.

Donated goods

It is understandable that people may have a strong desire to donate items. While this generosity is appreciated, our experience with emergency recovery has shown that affected communities recover sooner when they can make their own choices. This includes choosing and purchasing goods to help put their lives back together again rather than being given goods.

Another benefit of allowing those affected to choose their own purchases is that money is being put back into the community to stimulate local businesses. This is an important part of the local economic recovery.

It is important to ensure these messages are repeated through all media and communication channels. Unsolicited donations of goods, whilst well-meant, should be discouraged.

Monetary and other donations shouldnot be taken at the evacuation centre.It is much more suitable for donationsof money and other suitable items totake place at a collection point at an alternative location determined by the local government. Where relevant, any donations should also follow official appeal guidelines.

Preparing to close

One of the most difficult aspects of managing an evacuation centre tendsto be around the return of residents to their homes when a centre closes. Thisis mainly due to the fact that there is nearly always a small number of residents who

are unable to return homeand who do not have the means to provide alternative temporary accommodation for themselves. It is important to identify these people as early as possible in order to begin working towards a solution.

Steps to closing the centre

One of the most difficult aspects of managing an evacuation centre tendsto be around the return of residents to their homes when a centre closes. Thisis mainly due to the fact that there is nearly always a small number of residents who are unable to return homeand who do not have the means to provide alternative temporary accommodation for themselves. It is important to identify these people as early as possible in order to begin working towards a solution.

Steps to closing the centre	
1	Develop a plan to close the centre together with the Local Disaster Coordination Centre and other agencies
2	identify and coordinate closure based on other Evacuation Centres' current arrangements
3	determine if residents who have special requirements have alternate accommodation or care arrangements as required

4	ensure that guidance on recovery options is available (for example alternative housing plans, financial and legal assistance). If necessary, work with case workers for people requiring temporary housing
5	communicate the confirmed Evacuation Centre closing date to residents and personnel via announcements and information boards
6	provide information in relation to areas that are safe to return to
7	assist the Local Coordination Centre with transportation when the conditions to return are conducive
8	explain the de-registration process and return of bedding etc.
9	facilitate a debrief for all onsite agencies
10	ensure all personnel sign off at the end of their final shift.

It is often best to begin the final report on the centre's operations while it is still fresh in the mind. Consider information on:

Evacuation Centre - Post Event Report	
Section	**Content**
A	Summary of Operations conducted
B	Activation
C	Deployment
D	Adequacy of the facility
E	Communication
F	Issues with agencies
G	Evacuee issues
H	Recommendations for future activations

Closing a centre, may cause some negative feelings as it disrupts the routine and predictability an affected person may have come to expect. Therefore, actions to close the centre should ensure:

- there is limited disruption to social networks in the transition

- basic social services such as access to health and education are available

- restoring livelihood assistance is available

- family units are kept together and arrangements are made for possessions

- people with special needs are identified and support is provided.

- residents are actively involved in the decision to return home or to alternative temporary accommodation

Centre closure can be a particularly challenging phase for centre management. It often occurs at the end of what has been a long and complex process. It is usually a time when people are extremely tired and many can be anxious or stressed. Residents and staff are anxious about the future and attention is turning to recovery services. Once it is announced that the centre will close and the return phase will begin, there may be an almost immediate downturn in the mood and focus of people at the centre. This comes at a time when renewed focus is needed to ensure the centre closure is carried out responsibly. The centre management team may find it particularly challenging to assist and protect the residents and surrounding community in this transition.

Role Checklists

The following checklists are provided as a guide to staff performing these functions. Note: One staff member may take on multiple roles in small scale events and in small evacuation centres.   Larger centres will require more staff and the functions may be undertaken by separate people.

Evacuation Centre Manager

The Evacuation Centre Manager is responsible for everything that occurs within the centre. An effective Manager will clearly determine the roles and responsibilities of the management team, so that the team can set-up and take care of the day-to-day running of the centre, allowing the manager to think about key decisions. The Manager is the link to everything external to the centre. They are also responsible for the relationships with agency team leaders and external visitors.

Initial tasks	Chapter/Toolkit
☐ 1. Undertake the 6 steps to opening the facility	Before opening
☐ a. Determine the expectations of the Local Coordination Centre	
☐ b. Undertake a facility walkthrough	
☐ c. Welcome incoming personnel	
☐ d. Welcome incoming agencies	
☐ e. Support community facilities that have been evacuated	Handover
☐ f. Draft the plan for closing the centre	Shift logs
☐ 2. If needed, facilitate the handover of the centre from the initial opening team	
☐ 3. Begin a shift log	
☐ 4. Ensure the Deputy follows the 5 steps to set-up	
☐ 5. Establish communication channels	Reporting Template
☐ 6. Update the Local Coordination Centre on the status of the centre. Confirm:	Request Form
☐ a. Process for ordering essential provisions	(Toolkit: Resources Request form)
☐ b. Finance authority limits	Rostering
☐ c. Further agency and contractor support e.g. Security Services	Media and VIPs
☐ 7. Support the Deputy to develop a staffing plan for the next 24hrs	
☐ 8. Identify a Media Spokesperson	

Ongoing tasks	Chapter / Toolkit
☐ 1. Establish a schedule for daily activities	Supporting Agencies
☐ – At least twice daily facilitate management team meetings	
☐ – Ensure centre leadership meeting occurs daily	
☐ 2. Report to the Local Coordination Centre and your supporting agency	External Reporting
☐ 3. Ensure various forms of resident communication are in place	Resident Communication
☐ 4. Facilitate daily resident information sessions	Resident Communication
☐ 5. Oversee centre operations by regularly walking through the facility.	
☐ 6. Support the Logistics Officer to ensure Safety, security and sanitation practices are in place	3's Safety, Security and Sanitation
☐ 7. Coordinate visits from media, VIPs and Guests as needed	Media and VIPs
☐ 8. Communicate the procedure for managing spontaneous offers of assistance	Spontaneous offers of assistance
☐ 9. Ensure the deputy has mechanisms to support personnel	Supporting Personnel
☐ 10. Take part in meetings with Local Coordination Centre	(as needed)
☐ 11. Ensure personnel are briefed and debriefed	Briefing
☐ 12. Update the plan for closing the centre	Closing the Centre

Closing tasks	Chapter / Toolkit
☐ 1. Follow the 10 steps to closing a centre	Preparing to close
☐ 2. Ensure the Administration Officer has collated all documentation	
☐ 3. Ensure the Logistics Officer has arrangements for the safe return of equipment and kits to owners	
☐ 4. Ensure the Logistics Officer and Facilities Officer have returned the facility to its original condition	
☐ 5. Inspect the centre with the Facilities Officer and identify outstanding issues	
☐ 6. Arrange a facilities handover with the Local Coordination Centre	
☐ 7. Undertake a final report on the centre	Preparing to close
☐ 8. Prepare a list of organisations and individuals to be thanked or recognized	

Evacuation Centre Deputy Manager

The Deputy Manager is to support and backfill the Manager's role as needed. The Deputy is more hands on with the daily actions that are needed to run the centre. This includes supporting agency team leaders on site and being the main point of contact for the rest of the management team.

Initial tasks		Chapter / Toolkit
☐	1. Support the Manager to undertake the 6 steps to opening the facility	Before opening
☐	2. Follow the 5 steps to set-up	Set-up
☐	3. Assist in the set-up of the registration area	Registration
☐	4. Assess personnel requirements	
☐	5. Develop a roster for the next 24hrs	Rostering
☐	6. Ensure personnel are clearly identified	
☐	7. Monitor team leader and personnel activities and tasks	
☐	8. Identify and report any emerging issues to the manager	
☐	9. Receive a briefing from the outgoing Deputy Manager, as needed	Handover

Ongoing tasks		Chapter / Toolkit
☐	1. Support the Manager to achieve the Centre Manager tasks, as required	
☐	2. Develop the roster for personnel	
☐	3. Ensure all personnel have a clear understanding of their roles and responsibilities	Supporting personnel
☐	4. Ensure personnel have the equipment and resources to undertake their roles	Logistics
☐	5. Monitor the well being and fatigue management of personnel and ensure they have regular breaks and are supported	The 3 S's; & Supporting personnel
☐	6. Ensure Logistics Officer has transport, food and equipment for personnel as needed	
☐	7. Support the Administration Officer in providing modes of resident communication	Resident Communication
☐	8. Support the Administration Officer in providing modes of communication with personnel	Supporting personnel
☐	9. Prepare daily schedule for centre activities	Resident communication

☐	10. Identify emerging needs for support services and material aid for residents and guests	
☐	11. Support information exchange with all agencies and stakeholders	Agency support
☐	12. Contribute to the management team shift log	Shift logs
☐	13. Carry out other tasks as directed by the Manager	

	Closure tasks	**Chapter / Toolkit**
☐	1. Assist the Manager to follow the 10 steps to closing a centre	Preparing to close
☐	2. Assist the Administration Officer to ensure all documentation/data is secured and forwarded to the Local Coordination Centre	
☐	3. Support the Logistics Officer to ensure all equipment is packed away and the centre is left clean, tidy and secure.	
☐	4. Contribute to the Managers final report on the centre	

Evacuation Centre Administration Officer

The Administration Officer is to support the management team with all the information management and reporting that should be completed. The Administration Officer should be proactively preparing materials for sign off by the Centre Manager.

	Initial tasks	Chapter / Toolkit
☐ 1.	Assist the Logistics Officer to set-up the Management area	Set-up
☐ 2.	Implement Visitors' Log and advise the Registration Team Leader	(Toolkit: Visitors Log)
☐ 3.	Implement Sign in & out sheet for centre personnel	(Toolkit: Sign in & out sheet)
☐ 4.	Clarify reporting timings and expectations with the Manager	Reporting
☐ 5.	Establish modes of resident communication e.g. resident noticeboard	Resident Communication
☐ 6.	Establish modes of communication with personnel	Supporting personnel
☐	– i. Personnel information board	
☐	– ii. Personnel communications folder	
☐	– iii. Personnel bulletin	
☐ 7.	Begin documenting contact details of key people and agencies	
☐ 8.	Assist the registration team with contents for the Resident Welcome Kit	Registration
☐ 9.	Communicate centre meeting arrangements to agency team leaders	Agency support
☐ 10.	Receive a briefing from the outgoing Administration Officer, as needed	Handover

	Ongoing tasks	Chapter / Toolkit
☐ 1.	Scrutinise the Intake forms to identify trends and issues	
☐ 2.	Coordinate the daily resident census	External Reporting
☐ 3.	Complete the daily reporting template and any other reports	(Toolkit: External Reporting)
☐ 4.	Record notes of operational briefings and debriefings	Briefings
☐ 5.	Record and distribute minutes from centre leadership meetings	Agency support

☐	6.	Provide information to be displayed on the centre information board	Resident communication
☐	7.	Support the Personal Support Team Leader with any transportation schedules for residents	
☐	8.	Maintain modes of communication with personnel	Supporting personnel
☐	9.	Assist Manager in keeping accurate records of key information	Shift Logs
☐	10.	Undertake any general copying, printing and typing as required by the management team	
☐	11.	Attend to any financial matters; including a petty cash ledger	
☐	12.	Assist with personnel rosters	Rostering
☐	13.	Develop and update the personnel and agency contact lists	Agency support
☐	14.	Ensure personal information is used and protected appropriately	
☐	15.	Ensure all personnel sign in/out for each shift	(Toolkit: Personnel sign in & out sheet)
☐	16.	Encourage personnel to wear tabards and IDs as appropriate	Supporting personnel
☐	17.	Carry out other tasks as directed by the Manager	

Closure tasks			**Chapter / Toolkit**
☐	1.	Collate and finalize all documentation/data	Preparing to close
☐		– Ensure the records are documented on a list	
☐		– Forward all records to the Local Coordination Centre/agencies.	
☐		– Forward all NRIS forms to the commissioning agency	
☐	2.	Assist the Logistics Officer to document and pack up the administration area	

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Evacuation Centre Logistics Officer

The Logistics Officer is responsible for all the equipment on site. This includes management team specific kits and other resources acquired to support the centre. The role requires proactive planning and requesting of resources. The Logistics Officer will work closely with the Facilities Officer who is concerned with the building and supporting contractors.

	Initial tasks	Chapter / Toolkit
☐ 1.	Support the Manager and Facilities Officer in the initial walkthrough	(Toolkit: Initial Suitability Checklist)
☐	– Ensure that all utilities are switched on and operational	Before opening
☐	– Clarify areas that are out of bounds or unsafe	
☐	– Follow up building issues and contractor support with the Facilities Officer	
☐	– Identify storage areas for resources and equipment	
☐ 2.	Ensure safety, security and sanitation practices are in place	3's Safety, Security and Sanitation
☐	– Undertake a risk assessment	
☐	– Develop a Fire Safety Plan	
☐	– Implement an accident and incident reporting protocol	
☐ 3.	Assist the Deputy Manager in determining the equipment/ furniture positioning in the layout of the centre	Set up
☐ 4.	Position signage inside and outside the centre	
☐ 5.	Record details of all kits, resources and equipment assigned to the centre	
☐ 6.	Record details of all additional resources and equipment brought in to assist on-site agencies	
☐ 7.	Identify centre supply and communication needs	Logistics
☐ 8.	Request additional resources	(Toolkit: Resource Request Form)
☐ 9.	Receive a briefing from the outgoing Logistics Officer, as needed	Handover

	Ongoing tasks	Chapter / Toolkit
☐ 1.	Follow the 'Five principles for resource management'	Logistics
☐	– Track it	
☐	– Request it	
☐	– Store it	

☐		– Use it	
☐		– Document it	
☐	2.	Liaise with agency Team Leaders to assess resources required	Logistics
☐	3.	Task personnel to support logistics activities	Rostering
☐	4.	Arrange transport for personnel as directed by the Deputy Manager	
☐	5.	Continually monitor and maintain OH&S requirements	The 3 S's
☐	6.	Ensure Incident Report Forms are completed for all accidents and incidents	The 3 S's
☐	7.	Ensure clear and concise signage is appropriately placed throughout the centre	
☐	8.	Monitor efficient use of space within the centre	The 3 S's
☐	9.	Maintain accurate and timely shift logs	Shift logs
☐	10.	Liaise regularly with the Facilities Officer around building issues	
☐	11.	Ensure donated goods are directed to the appropriate location	
☐	12.	Carry out other tasks as directed by the Manager	

	Closure tasks		**Chapter / Toolkit**
☐	1.	Coordinate departure transport / bus shuttles for departing residents	
☐	2.	Account for all resources used within the centre. Record missing or damaged equipment	
☐	3.	Ensure all equipment and resources are packaged up and ready for transport	
☐	4.	Ensure all resources and equipment are returned to their rightful owner	
☐	5.	Liaise with facility owner around the cleaning and re-establishment of the centre to a normal operating environment	
☐	6.	Ensure all logs and paperwork are completed and passed on to the Administration Officer	
☐	7.	Remove centre signage from both inside and outside the building	
☐	8.	Carry out a walk through of the building to ensure it is left in	

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Evacuation Centre Facilities Officer

The Facilities Officer is usually someone who is familiar with the particular building or works to support similar buildings in the local area. The Facilities Officer should support the centre with appropriate resources and contractors. The Facilities Officer often has a communication and reporting channel into the Local Coordination Centre. As a member of the management team care should be taken not to duplicate reporting and resource requests.

Initial tasks		Chapter / Toolkit
☐	1. On arrival at designated centre open the facility and ensure no damage has been sustained as a result of the disaster event	Before opening
☐	2. Ensure that all utilities are switched on and operational	
☐	3. Follow up building issues with the Local Coordination Centre contact	
☐	4. Introduce yourself to the Manager and team	
☐	5. Accompany the Manager and Logistics Officer on a walk through of the facility and identify all features, equipment and resources that are available for use	(Toolkit: Initial Suitability Checklist)
☐	6. Ensure Manager is aware of existing facility rules and guidelines	
☐	7. Record details of any onsite equipment and resources that are to be made available for use by the centre team	
☐	8. Support the Deputy Manager in determining layout of centre.	Set up
☐	9. Identify traffic flow in car park / drop off area for centre residents, visitors and personnel	
☐	10. Ensure robust waste management systems are in place to cope with increased demand	
☐	11. Ensure building security arrangements are in place	
☐	12. Receive a briefing from the outgoing Facilities Officer, as needed.	

Ongoing tasks		Chapter / Toolkit
☐	1. Actively maintain centre facilities & amenities	Logistics
☐	2. Ensure facilities & amenities meet required OH&S standards	The 3 S's
☐	3. Manage and maintain:	
☐	– Traffic flow in car park/drop off area	
☐	– Alarm, heating and air conditioning systems	
☐	– Security arrangements	

☐		– Power & lighting	
☐		– Wash & toileting areas (including plumbing)	
☐		– Waste disposal	
☐		– Cleaning arrangements	
☐	4.	Manage and supervise any contractors engaged	
☐	5.	Maintain a record of any onsite equipment and resources that have been made available for the centre	
☐	6.	Liaise regularly with the Logistics Officer around building issues	
☐	7.	Contribute to the Logistics Officer shift log	Shift logs
☐	8.	Report regularly to the Manager	Agency Support
☐	9.	Participate in briefings and meetings	Briefings
☐	10.	Carry out other tasks as directed by the Manager	

	Closure tasks		**Chapter / Toolkit**
☐	1.	Support the Manager in planning for the closure of the facility	Preparing to close
☐	2.	Advise all site contractors and maintenance workers of closure	
☐	3.	Arrange for final waste removal and facility cleaning	
☐	4.	Arrange for all supplementary amenities to be removed from the site	
☐	5.	Ensure all equipment and resources belonging to the facility have been returned in working order to their normal location	
☐	6.	Liaise with Logistics Officer around the packing up and re-establishment of the centre to a normal operating environment	
☐	7.	Ensure all logs and paperwork are completed and passed on to the Administration Officer	
☐	8.	Remove all centre signage from both inside and outside the building	
☐	9.	Carry out a walk through of the centre to ensure that building is left in a satisfactory manner	
☐	10.	Participate in closure meetings and debrief process	

Annex B to Sub Plan 3 – A Guide to Resourcing Evacuation Centres in North Burnett Region

This guide is provided to assist in planning for evacuation centres. It provides guidance on determining accommodation capacity, bedding, water, Amenities, Toilets & Showers.

Also included in this Guide are a range of planning tools/templates that should be used by Town Disaster Support Groups to document planning considerations for those facilities that may be suitable for use as evacuation centres.

This guide has been derived from a resourcing planning guide originally developed by QBuild.

Accommodation Capacity

The following provides guidance on the data and calculations used to establish the requirements to accommodate persons in an evacuation centre. Due to varying scenarios, the data does not consider grouping of families or other specific requirements. Such matters should be assessed at the time and appropriate action taken.

Minimum Accommodation Occupancy

The following specifications have been used to determine minimum sleeping accommodation occupancy rates.

- Floor area of $3.5m^2$ to $5m^2$ per person can be used based on the circumstances
- Single sized inflatable airbed with the average dimensions of 1.88m x 0.76m x 0.24m (as supplied under current arrangements)
- Walkway access requiring a minimum unobstructed width of 1m
- Calculations must also take into account evacuation centre support staff

Key factors that will ultimately impact on the available floor area and separation distances are:

- The provision of larger inflatable airbeds or stretchers for the elderly or infirm.
- The physical shape of the floor area which may increase unusable/residual floor space
- The number of persons actually attending the centre.

Designated walkway access

A key planning consideration is the design and management of designated walkway access to allow sufficient room for evacuees and staff to move around the centre. As a ***general guide only***, a loss of approximately 30% of

the available sleeping accommodation floor area can be attributed to the provision of designated walkways and the residual areas too small to accommodate bedding.

Calculating projected occupancy rate

Step 1 – Identify the total available floor area

This can be identified from a building plan or by physically measuring the area and producing a floor plan. The next step is to establish the floor areas required by those auxiliary functions that will support the operation of the evacuation centre.

Step 2 – Auxiliary functions

Ideally the building selected would have suitable facilities already available such as a kitchen, dinning area and office space for administration. If not, then provision will need to be made for the required space in the evacuation centre floor plan design. Auxiliary functions to be considered are:

• administration - registration of evacuees, centre management, first aid and other services

• food - preparation, distribution and dining

• storage

It is important to consult with those organisations responsible for providing auxiliary functions to ensure the optimum space is provided and utilised. External options should also be investigated using marquees for activities such as dinning or shipping containers for storage of bedding, linen or water to maximise the available internal space. The accommodation requirements - record of planning template outlines the considerations which need to be taken into account when allocating space.

Step 3 – Establish floor area for sleeping accommodation

Once the allocation of space for auxiliary functions has been established, the remaining space available should be allocated to sleeping accommodation. Table 1 provides guidance for establishing the sleeping capacity of the centre and uses a figure of $3.5m^2$ for calculation purposes only.

Example:

Two basketball courts, measuring a total of 56m x 30m have a combined floor area of $1680m^2$. Using the calculations in Table 1 this area should accommodate 294 persons, including the provision for walkways and residual space which is too small to incorporate bedding.

Table 1 – Sleeping accommodation capacity						
A	B	C	D	E	F	G

Total floor area available for sleeping accommodation m²	Loss of floor area for walkways m² -30%	Actual available floor area for sleeping accommodation m²	Floor space per person m²	No of persons that can be accommodated	Number of Support Staff	Total No of Evacuees and Support Staff
1680	504	1136	4	284	10	294
Formula: B = (A x 30%)		C = (A –B) – (D x F)		E = (C / D)		G = E + F

Step 4 – Floor plan design

The development of a floor plan of the evacuation centre layout will maximise the use of available floor area, confirm the predicted occupancy rate and identify designated walkways. It will also provide clear guidance on how to establish the centre when activated.

An informal method that can be used to design a floor plan for sleeping accommodation is to use an Excel spreadsheet, with a column width of 1.14 and a row height of 10.5. This will provide a grid on which to design the layout. The grid size can be designated as 0.5m (four squares = 2m) or 1m (2 squares = 1m) to assist in designing the layout.

Consideration should be given to identifying designated areas such as walkways by using tape or another suitable means of demarcation.

Accommodation requirements – Record of Planning

Facility Details	
Facility Name:	
Address:	
Planned occupancy rate: (evacuees and support staff)	

Floor area allocations – non sleeping			
Total available floor area (excludes dedicated areas already available e.g. kitchen, dining, etc)			
Is the total available floor area required by any of the following services:			
Service	**Required**	**Projected floor area required M2**	**Could a suitable area be established externally under a marquee or similar: please specify**
Administration – registration/management	Yes☐ No☐	m²	
Food preparation	Yes☐ No☐	m²	
Food distribution	Yes☐ No☐	m²	
Dining – tables/chairs	Yes☐ No☐	m²	
First Aid area	Yes☐ No☐	m²	
Storage	Yes☐ No☐	m²	
Other (specify)	Yes☐ No☐	m²	
Other (specify)	Yes☐ No☐	m²	
Other (specify)	Yes☐ No☐	m²	

Resources – local suppliers: tables, chairs, marquees, cold storage, etc			
<specify>		Primary:	Ph: Mob:
		Secondary:	Ph: Mob:
<specify>		Primary:	Ph: Mob:
		Secondary:	Ph: Mob:
<specify>		Primary:	Ph: Mob:
		Secondary:	Ph: Mob:
<specify>		Primary:	Ph: Mob:
		Secondary:	Ph: Mob:

Floor Area Allocation – Sleeping	
Floor area available for sleeping accommodation:	m²
Floor area available for Walkways:	m²

Bedding resources

Evacuation centre bedding should provide a basic level of comfort, not dissimilar to that experienced during camping. Current arrangements provide for single inflatable airbeds (with foot pumps) and stretchers for use in larger evacuation centres.

Airbeds are provided due to their lightweight, cost effectiveness and ease of transport in large quantities. Stretchers are not obtained in the same quantities as airbeds, are more costly and require an able bodied adult to assemble ready for use. For these reasons, stretchers are only provided for the elderly or infirm who have mobility restrictions.

Planning

Effective planning includes documenting the number of beds required in each of the designated evacuation centres in accordance with the previous section - Accommodation Capacity. A reserve allowance of an additional 10% is recommended to mitigate against product failure or additional persons attending the centre who were not planned for.

Water

Provision of water

The provision of water for an evacuation centre will be based on a supply of sufficient potable water being available at the centre. If sufficient potable water is not available at the centre then a minimum allocation of 15 litres per person per day is recommended based on the following:

Simplified table of basic survival water needs		
Survival needs: water intake (drinking and food)	2.5 to 3 litres per day	Depends on: the climate and individual physiology
Basic hygiene practices	2 to 6 litres per day	Depends on: social and cultural norms
Basic cooking needs	3 to 6 litres per day	Depends on: food type, social and cultural norms
Total basic water needs	7.5 to 15 litres per day	

Source: The Sphere Project (2011) Humanitarian Charter and Minimum Standards in Disaster Response

Drinking water

For planning purposes, it is recommended that the figure of **4 litres per person per day** for drinking be used. Environmental conditions and physical activities may require this figure to be reassessed and increased at any time. Previous experience has shown the 600ml bottle of water provides the best option for general use due to its ease of handling for the young and elderly, its availability and cost effectiveness.

Water for other uses

Where on-site water supplies are *unavailable or insufficient to meet demand*, it may be necessary to provide additional water supplies for uses other than drinking such as hygiene and cooking. In such circumstances a minimum of **11 litres per person per day** would be required.

Onsite potable water supply

The availability of potable water on-site can reduce the need for large quantities of bottled water to be provided. The planning process should still take into account the provision of bottled water noting the volume may vary due to the access of potable water on-site.

The advantages of using the on-site potable water supply are numerous including:

• Reduction in the logistics required to deliver bottled water;

- Reduction in the on-site management requirements;

- Reduction in the volume of waste generated; and,

- Cost effective.

The following conditions should to be taken into consideration when deciding if potable on site water can be used in an evacuation centre:

- Arrangements to provide water to the number persons anticipated to attend the centre– decanting receptacles

- Provision of disposal cups or water bottles. Consider storage and waste disposal of these items.

- Confirmation the water supply to the facility is free from contamination. This may take a number of days to determine and contingencies should be planned for.

Provision of potable drinking water
Step 1 - Determining water consumption - drinking

Predetermining the amount of drinking water required for each evacuation centre can be easily calculated. Refer to Table 2 on the following page for calculating consumption.

Step 2 - Identify local supplies

When the daily water supply requirements are established in Step 1, this figure can then be used by the LDMG to undertake the following planning tasks:

- Identify local suppliers and the quantities of stock normally available

- Confirm the ability of suppliers to support an initial order and or maintain ongoing supplies

- Consider establishing priority orders with local suppliers for use in evacuation centres when activated

- Identify and advise DDMG when support could be required based on the advice from local suppliers

Step 3 – On-site storage

The amount of water that can be stored on-site is reliant on the available storage area. Refer to Table 2 on the following page to assist in calculating this figure.

- Identify a suitable storage area out of direct sunlight, preferably in a cool, dry place with ventilation.

- Do not stack pallets on top of one another

Step 4 – Management arrangements

Water supplies must be managed effectively.

- Manage the distribution to prevent wastage – consider restricting access to bulk storage

- Continuously monitor stock levels especially for sudden surges in consumption

- The volume of waste generated will at least equal the volume of water delivered. This can quickly fill waste receptacles and reduce available room for other forms of waste. Consider installing recycling bins for plastic bottles e.g. 10 pallets can generate approximately 20m3 of waste.

Step 5 – Resupply arrangements

- Consider assigning an officer (a logistics officer) to monitor water supplies and other resources. Key functions of the position include: placing orders, managing storage and distribution, monitoring consumption, coordinating resupply, liaising with the LDCC.

- Resupply timeframe must be taken into account prior to placing an order and is affected by the time of day the request is lodged, loading, transport (consider road closures) and unloading. Confirm current resupply timeframes each and every time an order is placed.

- Only place orders in unit quantities – do not place orders for cartons or pallets

- Identify daily usage to determine when resupply orders are to be placed

- **Never** allow water supplies to be depleted. Water **must** always be available on-site while awaiting resupply deliveries

Water for other uses

The provision of water for other uses such as hygiene and cooking must be based on identified need e.g. unavailable or insufficient potable water on site.

In such situations, the delivery of bulk water through the use of registered water carries and the installation of a water tank on site can be considered. This option needs to be considered in the planning process as a *contingency option*.

Methods of decanting and the number of decanting points must also be considered to ensure ease of access and reduce waiting times to obtain water.

Calculations

The following calculation tables can be recreated in an Excel spreadsheet. Figures in green cells must be entered manually. Figures in yellow cells represent formulas.

Table 2 can be used to determine the potable drinking water requirements or the total water requirement based on 15 litres per person per which includes drinking and hygiene etc.

Please note the following figures are provided as a working example of how the tables can be used.

Table 2 – Water consumption								
A	B	C	D	E	F	G	H	I
No of evacuees and Support Staff	Litres / person / day	Total litres per day	Total 600ml bottles (divide by .6)	Centre Duration (no of days)	Total litres required for duration	No of 600ml bottles required for duration = (total litres x .6)	Number of Pallets	Projected waste from bottled water m^3
294	4	1176	1960	5	5880	9800	6.81	14.60
Formula: C = A x B D= C/.6				F= D x E G = F/.6			=G/1440	=(1.2x1.2 x1.490)x H

Table 3 – Projected on-site storage capacity in days						
A	B	C	D	E	F	G
Total storage area m^2	Area of a pallet m^2	Estimated no of pallets that can be stored on site	*600ml bottles per pallet	Number of bottles that can be stored on site	Number of 600ml bottles required per day (Table 2 – column D)	No of days supply stored on-site
15	1.44	10.4	1440	15000	1960	7.7
Formula C=A/B	Formula: E = D x C				Formula: G=E / F	

Notes:

*General specifications for one pallet of 600ml bottles of water (data may differ between suppliers)

- Number of bottles – 1440

- Weight – 1040kg

- Pallet dimensions – 1.2m (L) x 1.2m (W) x 1.490m (H)

•Variations in storage capacity **will occur** depending on the shape of the space and how neatly pallets fit into the storage area.

Provision of Drinking Water - record of planning template

Facility Details			
Facility Name:			
Address:			
On-site water supply – if viable			
Option - number of paper cups – 10 per person per day (may require large number of waste bins inside)			
Option – number of drinking bottles – 1 per person			
Water consumption – obtained from Table 2			
Projected Daily Consumption – column D			600 ml Bottles
Projected operational duration of the centre – column E			Days
Project consumption over operational life of the centre – column G			600 ml bottles
On-site storage – obtained from Table 3			
Available storage area on-site – column A			m²
Number of pallets able to be stored on site – column C			Pallets
Number of days supply able to be stored on-site – column G			Days
Projected amount of waste generated from bottled water – column I			m³
Consider provision for separation of bulk stores from public as required e.g. temporary fencing to cordon off an area			
Make provision to cover bulk water supplies if unable to stored internally e.g. cover with a tarp. List materials (tarps), supplies and contact details for suppliers			

Suppliers – bottled water

Company Name	Contact Details		Supply Data	
	Primary	Ph:	How many days supply can be initially delivered	
		Mob:		
	Alternate	Ph:	Can on-going supply be maintained (bottles per day)	
		Mob:		
	Primary	Ph:	How many days supply can be initially delivered	
		Mob:		
	Alternate	Ph:	Can on-going supply be maintained (bottles per day)	
		Mob:		

On-site management of resources

Position responsible for resupply e.g. placing orders, managing storage, monitoring consumption, coordinating	Position:	Ph: Mob:

	Alternate Position:	Ph: Mob:

Amenities

Suitable amenities are vital to the health and well being of evacuees. The availability and location of general services such as sewerage, water and power is critical in determining whether it is possible to install a demountable amenities block or stand alone facilities such as port-a-loo's.

When a suitable facility has been identified and the planned occupancy rate established, it *must be surveyed* to identify two critical factors:

- The availability and number of existing on-site amenities

- The availability of space and services to enable the connection of additional demountable amenities as required.

Considerations of on-site services

a. Wastewater

Demountable amenities block.   Due to the volume of waste, demountable amenities blocks need to be plumbed into the sewer/septic system in a suitable manner. The planning process must take into consideration the options available to connect a demountable block to the sewer/septic and develop a plan for implementing the most appropriate outcome. The options are:

- Connect the demountable amenities block to an existing point that is conveniently located in the required area

- Temporarily install pipe work above ground from the demountable amenities block to a suitable connection point if permitted by council

- If options 1 and 2 are not viable, consider installing a dedicated connection point ready for use in the required location.

Holding tanks.   If access to the sewer/septic system is not available, holding tanks could be installed as part of the demountable. The capacity of holding tanks can vary e.g. 1000 to 5000 litres. The use of holding tanks may be suitable in smaller evacuation centres; however, in larger centres the frequency with which the tank(s) would need to be pumped out may become unsustainable.

Stand alone amenities Toilets and showers are available as stand alone units which provide several tangible benefits.   These units will be discussed individually.

b. Water supply

Water is a fundamental requirement for the operation of toilets and showers, including stand alone units such as port-a-loos. The key considerations in identifying a suitable water supply are:

- A point of connection

- Water pressure and volume which is particularly important for the connection showers
(A water pressure of 500kpa has been recommended by suppliers for connection to a shower block.   It may be necessary to have this aspect assessed by a qualified Plumber or Hydraulics specialist

c. Power

Power is required to run internal lighting and, as with some stand alone units, pump the waste from the tanks to the discharge point. Power requirements can generally be overcome by the provision of a generator. Advice should be obtained from the supplier on a suitable size generator and arrangements put in place to acquire the generator when needed.

Toilets

There is various data on the recommended ratio of the number of persons per toilet. Local disaster management group planning should assess this data to determine a suitable ratio. Sanitary bins must also be provided.

Male – 1 toilet per XX Females – 1 toilet per XX

The following provides a comparison between port-a-loos and demountable toilet blocks to be considered during the planning process.

Portaloos	Demountable Toilet Block
Have self contained waste tank	Require connection to sewer
Readily available in quantities	Limited in number, configuration and availability
Requires water to fill holding tank to operate manual pump for hand basin and flushing Water tank capacity 100L to 120L (may vary between suppliers)	Requires connection to a suitable water supply, waste and power supply
Easy to install – no connection to services	Requires qualified staff to install and connect to services. May include a crane to position
Greater placement options on-site due to size and weight	Placement options are limited due to size and location of service connection points
Must be serviced on a regular basis to clean the unit and pump the holding tank out.	Must be serviced on a regular basis
Cost effective	Increased cost to hire, transport and connect to services

The following provides a general guide for planning purposes only, on the dimensions of varying demountable amenities blocks.

Demountable amenities description	Dimensions
3 only male and 3 only female toilets	6.0m x 3.0m
4 only male toilets with 1 only urinal, 4 only female toilets and 1 only disabled toilet	11.4m x 3.0m
2 only male toilets, 1 only urinal, 4 only showers, 3 only female toilets, 3 only showers	12.0m x 3.0m

Sanitary bins

Sanitary bins can be sourced through the company that currently provides bins to:

- The facility to be used as the evacuation centre
- Currently services council buildings

Showers

There is various data on the recommended ratio of the number of persons per shower. Local disaster management group planning should assess this data to determine a suitable ratio.

Male – 1 shower per XX Females – 1 shower per XX

Showering options can include the following:

1. Demountable shower blocks and portable shower units similar to the port-a-loo configuration

Both types require specific planning and preparations to be undertaken. Both demountable shower blocks and stand alone units require discharge into the sewer/septic system and a suitable water supply in relation to pressure and volume.

Depending on the type of unit, hot water may be provided via mains power or gas heating capabilities. It may be necessary to plan to have generator(s) to provide the power the demountable block depending on the capacity of the existing switchboards on site.

Appropriate assessment during the planning phase may result in the installation of a dedicated sewer/septic connection point which could allow for a portable shower block to be installed.

2. Camp showers

The use of simple camping showers is also problematic in that the waste water discharges directly onto open ground which may result in a boggy area or the formation of stagnant pools of water or mud creating a health risk.

There is also the issue of providing hot water. In such cases this would require the water to be heated separately and then decanted into a suitable receptacle which can be used in the camp shower. The required labour to maintain sufficient hot water and safety issues such a scolding and temperature control of the shower water must also be considered.

3. Bucket of water

A variant to the camp shower is to simply provide the camp shower shelter, a bucket, face washer, soap and a towel to enable people to at least have a basic wash down similar to a sponge bath.

Note:

Requesting a demountable amenities block or portable units without having undertaken a proper an assessment of the site in relation to water supply, waste discharge and power can impact greatly on the ability and timeframe to have the block operational and potentially result in the evacuation centre being left with insufficient amenities.

Amenities - record of planning template

Facility Details	
Facility Name:	
Address:	
Planned occupancy rate: evacuees and support staff (use Table 1 – Accommodation capacity):	

Toilets – 1 per ( ) Male 1 per ( ) Female			
Number of female toilets on-site		Number of additional female toilets required	
Number of sanitary bins on-site		Number of additional sanitary bins required	
Number of male toilets on-site		Number of additional male toilets required	
Number of urinals on-site			

Showers – 1 per ( ) Male 1 per ( ) Female			
Number of male showers on-site		Number of additional male showers required	
Number of female showers on-site		Number of additional female showers required	

Resources – Local Suppliers: amenities, port-a-loos, etc			
Resource	**Quantities/Size**	**Company / Supplier**	**Contact Details**
<specify>		Primary:	Ph: Mob:
		Secondary:	Ph: Mob
<specify>		Primary:	Ph: Mob:
		Secondary:	Ph: Mob:
<specify>		Primary:	Ph: Mob:
		Secondary:	Ph: Mob:
<specify>		Primary:	Ph: Mob:
		Secondary	Ph: Mob: