

# Evacuation Centre Management Guideline

A sub-plan of the Local Disaster  
Management Plan

SP-2



OCTOBER 2020

**Barcoo Shire Council**

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*Heart of the channel country*  
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## Acknowledgements

Portions of this Guideline have been sourced from the following material:

1. *Queensland Evacuation Centre Management Handbook*
2. *Queensland Evacuation Centre Field Guide*
3. *Queensland Evacuation Centre Planning Toolkit*
4. Australian Institute for Disaster Resilience, Handbook 4, Evacuation Planning, 2017
5. New Zealand Mass Evacuation Planning Guideline

This acknowledgement recognises these sources and use of material from the above references throughout this Guideline.

## Important information

*The author of this Guideline advocates that the first three documents (above in italics) be used as a 'ready reference' for future management of Evacuation Centres within the Shire. The documents contain a range of considerations and forms that are ideal in the conduct of Evacuation Centre operations. They are readily available from Australian Red Cross.*

## Endorsement

This document, Barcoo Shire Evacuation Centre Management Guideline, is endorsed by the Barcoo Shire Local Disaster Management Group (LDMG) and approved for distribution.



.....  
(Signature)

Mayor Sally O'Neil

Chairperson

Barcoo Local Disaster Management Group

Date: 28 October 2020

## PART 1 – ADMINISTRATION & GOVERNANCE

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### Administration

#### Document control

The Barcoo Shire *Evacuation Centre Management Guideline* (the Guideline) is a controlled document. The Local Disaster Coordinator (LDC) holds the master copy of this document.

#### Amendments

Any suggested or proposed amendments are to be forwarded in writing to:

Local Disaster Coordinator  
Barcoo Shire Council  
P.O. Box 14  
Jundah, QLD 4736  
Email: [shire@barcoo.qld.gov.au](mailto:shire@barcoo.qld.gov.au)

The LDC may approve inconsequential amendments to this document, however will ensure that any significant changes must be submitted to the Local Disaster Management Group for approval and be endorsed by Barcoo Shire Council.

A copy of each amendment will be forwarded to relevant stakeholders. On receipt, the amendment is to be inserted into the plan and version control records updated.

#### Version control

Version	Date inserted	Comments
1.0	January 2019	Draft
1.1	September 2019	Review and updated
1.2	November 2019	Evacuation facility details added
2.0	October 2020	Annual Review

#### Distribution

Copies of the Guideline will be distributed to relevant persons as determined.

*A distribution list is shown at Appendix 1.*

#### Contact list

*A contact list is shown at Appendix 2.* This list is subject to privacy and restriction.

# Governance

## Aim of Evacuation Centre

An Evacuation Centre is a designated building specifically selected as a safer location not anticipated to be adversely affected by the hazard where evacuees are provided with basic essentials including accommodation, food and water and other support.

## Purpose of guideline

The purpose of this Guideline is to detail processes and considerations required to plan for, establish, maintain and manage an Evacuation Centre.

## Key objectives of guideline

- To provide fundamental considerations for stakeholders when determining how to identify, set up and maintain an Evacuation Centre
- To describe processes required to undertake management of an Evacuation Centre
- To provide tools to ensure the effective and efficient operation of an Evacuation Centre

## Definition

The evacuation process consists of five stages, namely:

- The decision to evacuate
- Warning
- Withdrawal
- **SHELTER**, and
- Return

The **shelter** stage of the evacuation process is defined as the reception, registration, temporary accommodation and provision of basic needs for evacuees in a designated facility. As the length of evacuation increases, the support requirements within the shelter will also increase.

The Australian Emergency Management Glossary defines an **Evacuation Centre** as a *'centre that provides affected people with basic human needs including accommodation, food and water. In addition, to enhance the recovery process, other welfare/recovery services should also be provided'*.

Consequently, the terms '**shelter**' and '**Evacuation Centre**' are synonymous.

The sheltering phase requires careful coordination of all agencies and organisations including government, non-government and private enterprises to provide emergency temporary accommodation for those in need, and to ensure that welfare requirements and long-term recovery needs of the evacuees are assessed and met. Local evacuation arrangements need to provide the capacity to assist those evacuees who are unable to access family, friends or commercial accommodation<sup>1</sup>.

Ideally, evacuees should spend no longer than 72 hours (3 days) in an Evacuation Centre, however the severity of impact of the event will determine when the evacuees will return to their homes. If the time frame is determined to be of an extended period, considerations may be given to the provision of alternative temporary accommodation options. This would be undertaken in association with the Department of Housing and Public Works (through DDMG).

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<sup>1</sup> Primarily sourced from Mass Evacuation Planning, Director's Guideline for Civil Defence Emergency Management Groups (New Zealand), 2008.



This Guideline includes the aspect of human relief services to be provided within Evacuation Centres and includes:

- Registration
- Provision of food, water and short-term accommodation
- First aid/medical support
- Provision of bedding, blankets, linen & clothing
- Emergency counselling if required;

The provision of other welfare and support services such as longer term accommodation, financial assistance, insurance and legal advice etc., will be detailed as part of the recovery process.

## Relevant legislation

Section 30 of the *Disaster Management Act 2003* (The Act) prescribes that a Local Disaster Management Group (LDMG) is responsible for managing **disaster operations** in its area.

The Act defines Disaster operations as *“arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster”*.

As the evacuation process is considered a mitigation strategy, the component of ‘shelter’ forms part of the functions of the LDMG.

## Responsibilities

### Local

The establishment and management of an Evacuation Centre is the responsibility of the Barcoo Shire Local Disaster Management Group (LDMG).

### State

In accordance with the Disaster Management Act 2003 (the Act) and Queensland’s Disaster Management Arrangements, the State has responsibility to *“to coordinate State and Commonwealth assistance for disaster management and disaster operations”* (section 18[g]).

## Planning Assumptions

- Some evacuees will be self-sufficient and may obtain their own alternative accommodation outside the affected area
- Other evacuees will require assistance with short term accommodation at a designated Evacuation Centre
- Dependent upon the nature and severity of the event, an Evacuation Centre may be required for anything from a few hours to several days
- In a short-term event (<24 hours), the provision of seating, shelter and light catering only may be appropriate
- In an extended event (>24 hours), more substantial catering will be necessary
- If overnight accommodation is required, sleeping arrangements will need to be implemented.
- It is anticipated that people will normally spend a maximum of seventy-two (72 hours) in an Evacuation Centre, before either being returned to their primary residence or being settled in more appropriate accommodation.
- If accommodation is required beyond 72hrs, the Local Disaster Coordinator is to liaise with the Local Recovery Coordinator to source longer term temporary accommodation as part of Recovery Operations through DDMG (Dept. of Housing and Public Works representative)



## **Recording and reporting**

The management and operation of an Evacuation Centre is a critical component of the evacuation management process and local disaster management arrangements. All decisions, actions and outcomes are subject to scrutiny by authorities and as such it is imperative that records of all decisions, actions, outcomes and any other matter of significance is recorded for later reference.

## PART 2 – IDENTIFYING AN EVACUATION CENTRE

### Key considerations

The layout of an Evacuation Centre will be determined by the size, structure and design of the facility. The Evacuation Centre Manager in consultation with others will determine the best use of the building design to suit Evacuation Centre purposes. When a facility has been identified as a potential Evacuation Centre, an audit should be conducted to ascertain the viability of the building to ensure it meets the standards required. The following list provides guidance when determining the SUITABILITY of a facility as well as amenities and equipment that may be required within the centre.

ELEMENT	DESCRIPTION	CONSIDERATIONS/COMMENTS
LOCATION	<ul style="list-style-type: none"> <li>• The chosen facility should be safe from all hazards identified under the Local Disaster Management Plan.</li> <li>• It should be known facility that is readily accessible</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake a risk assessment of the location and the facility</li> </ul>
CONSTRUCTION, DESIGN AND PRACTICALITY	<ul style="list-style-type: none"> <li>• A facility of suitable construction to provide protection from elements.</li> <li>• Facility should be capable of sustaining large numbers of people for extended periods.</li> </ul>	<p><b>Check:</b></p> <ul style="list-style-type: none"> <li>• Ventilation, lighting, access, flow</li> <li>• Auxiliary power supply, fuel storage</li> <li>• Capacity</li> <li>• Public health and safety issues</li> <li>• Feasibility of animal management issues (Pets, companion and assistance animals, larger animals e.g. cattle, horses, sheep)</li> <li>• Disabled amenities</li> <li>• Toilets, showers</li> <li>• Sleeping capacity</li> <li>• Catering &amp; dining capacity</li> <li>• Communications connectivity</li> </ul>

ELEMENT	DESCRIPTION	CONSIDERATIONS/COMMENTS
<p><b>CONSTRUCTION, DESIGN, PRACTICALITY (Cont.)</b></p>	<p>Facility should have adequate floor space to support a suitable set up for evacuees to live for an extended period (Up to 72 hours).</p> <p>Some buildings that have been constructed for other purposes (e.g. school) will need to be adapted to suit.</p>	<p>Existing floor plans of facilities should be made available to assist in the planning of centres.</p> <p>Considerations for floor plan space may include:</p> <ul style="list-style-type: none"> <li>• Meet and greet waiting area at main access point</li> <li>• Registration area</li> <li>• Sleeping area</li> <li>• Dining area</li> <li>• First aid area</li> <li>• Toilets and showers (Consider disabled persons)</li> <li>• Laundry</li> <li>• Recreation area/child friendly space</li> <li>• Quiet room/meeting area</li> <li>• Outdoor smoking area</li> <li>• Pet space/assistance dogs</li> <li>• Disabled access</li> <li>• Administration/staff area</li> <li>• Pedestrian flow</li> <li>• Signage</li> <li>• Information desk/area</li> </ul> <p><b>SLEEPING</b></p> <p>Evacuation Centre = 5m<sup>2</sup> per person – mats, beds or cots should be separated by at least 1.5m aisle space between individuals and families and afforded privacy.</p> <p>Place of Refuge = 1.5m<sup>2</sup> per person</p>

ELEMENT	DESCRIPTION	CONSIDERATIONS/COMMENTS
<b>ACCESS &amp; PARKING</b>	An area designated for parking of evacuees vehicles, emergency service vehicles and large vehicles including tourist coaches and floats	<ul style="list-style-type: none"> <li>● Wheelchair access (e.g. ramps)</li> <li>● Ambulance parking bays adjacent to facility</li> </ul>
<b>CATERING &amp; DINING</b>	The facility should have cooking and dining facilities or the capacity to support temporary catering facilities. If the centre is not fitted with a kitchen or cooking facilities, an area should be designated for the provision of temporary catering.	<ul style="list-style-type: none"> <li>● Numbers</li> <li>● Available resources</li> <li>● Food preparation</li> <li>● Health &amp; safety</li> <li>● Food supplies</li> <li>● Refrigeration</li> <li>● Potable water supplies (15L per person per day – 4L for drinking/11L for other purposes)</li> <li>● Waste removal</li> <li>● Dining areas should be separate to any sleeping and ablution areas</li> </ul>
<b>FIRST AID/MEDICAL SUPPORT FACILITIES</b>	A suitable area where minor injuries can be attended to and easy access to transport.	<ul style="list-style-type: none"> <li>● Access to medical assistance e.g. nursing staff, St John’s Ambulance etc.</li> <li>● Facility for transport to medical facilities</li> </ul>
<b>COUNSELLING FACILITIES</b>	A private area should be allocated for the provision of counselling services.	<ul style="list-style-type: none"> <li>● Provision of suitably qualified counsellors</li> <li>● Interpreters if required</li> </ul>
<b>INFORMATION MANAGEMENT</b>	Designated area where evacuees are able to access important information regarding status of event.	<ul style="list-style-type: none"> <li>● Regular disaster-related information for evacuees.</li> <li>● Notice board.</li> <li>● PA announcements.</li> <li>● Access to media.</li> <li>● Public advice announcements regarding Evacuation Centre requirements e.g. advice on what to bring to the centre if attending.</li> </ul>

ELEMENT	DESCRIPTION	CONSIDERATIONS/COMMENTS
<b>ABLUTIONS</b>	Includes toilets, hand washing and shower facilities.	<ul style="list-style-type: none"> <li>• Temporary amenities may need to be considered dependent on numbers.</li> <li>• Chemical toilets</li> <li>• Separate male and female ablutions</li> <li>• Disabled toilet/showers</li> <li>• Privacy</li> <li>• Regularly cleaned</li> </ul> <p><b>TOILETS:</b></p> <ul style="list-style-type: none"> <li>• Should be allocated at 1 per 50 people in the immediate sheltering phase working towards 1 per 20 people in the temporary sheltering phase.</li> <li>• Toilets should preferably be located within the building however they may be located externally provided they are not further than 50m from the Evacuation Centre/Dick</li> </ul> <p><b>SHOWERS:</b></p> <ul style="list-style-type: none"> <li>• It is recommended that one shower head is needed for every 15-30 people.</li> <li>• There should be separate male and female showers designed to afford privacy.</li> </ul>
<b>ANIMAL WELFARE</b>	Management and care of pets/companion/assistance animals and other animals	<ul style="list-style-type: none"> <li>• Sheltered holding enclosures for pets /companion animals</li> <li>• Sufficient space for exercising</li> <li>• Resources for feeding and waste removal</li> <li>• Shaded areas</li> </ul>

ELEMENT	DESCRIPTION	CONSIDERATIONS/COMMENTS
<b>CENTRE MANAGEMENT</b>	An area available where management decisions can be made and administrative functions undertaken away from evacuees.	<ul style="list-style-type: none"> <li>• Ongoing procurement and logistical support</li> <li>• Management of health and safety issues or notifiable incidents in or around the centre such as injuries or illness</li> <li>• Delineation of duties of LDMG members, volunteers and community organisation staff</li> <li>• Staff requirements and management structure</li> <li>• Roster system</li> <li>• Communication procedures</li> <li>• Reporting requirements</li> <li>• Registration of evacuees</li> </ul>
<b>SOCIAL ISSUES</b>	Relaxation areas	<ul style="list-style-type: none"> <li>• Cultural considerations</li> <li>• Religious considerations i.e. diet, worship, privacy</li> <li>• Changing/nursing facilities for parents with infants</li> <li>• Television/video and entertainment for children</li> <li>• Any separate arrangements for special needs groups</li> <li>• Communications facilities i.e. internet, telephone, power for charging of mobile phones</li> <li>• Rules prohibiting or restricting smoking or the consumption of alcohol</li> </ul>
<b>WASTE MANAGEMENT</b>	Waste material collected from within the facility	<ul style="list-style-type: none"> <li>• Waste container collection and disposal</li> <li>• Special refuse requirements (i.e. nappies, clinical waste, sanitary bins)</li> <li>• Refuse removal</li> <li>• Recycling facilities</li> </ul>
<b>LAUNDRY FACILITIES</b>	Washing clothes, replacement of clothing	<ul style="list-style-type: none"> <li>• Extended periods in centre</li> <li>• Clothing replacement</li> </ul>

ELEMENT	DESCRIPTION	CONSIDERATIONS/COMMENTS
SAFETY & SECURITY	Facility should be considered a safe and secure haven for evacuees.	<ul style="list-style-type: none"> <li>• Internal and external security including access points</li> <li>• Emergency fire exits, firefighting equipment and clear evacuation plans</li> <li>• Protection of food, water and other resources</li> <li>• Internal and external night lighting.</li> <li>• Adequate ventilation</li> </ul>
CENTRE EQUIPMENT		<ul style="list-style-type: none"> <li>• Seating</li> <li>• Tables</li> <li>• Bedding (stretchers, mattresses, pillows)</li> <li>• Partitions for privacy</li> <li>• Notice boards/white boards for information</li> <li>• Communications</li> <li>• Entertainment</li> </ul>
CONSUMABLES	Ensure that adequate food supplies are available to be used in the centre and if opened for extended periods, ensure that a supply chain to resupply is established.	<ul style="list-style-type: none"> <li>• Foodstuffs</li> <li>• Drinking water – consider bottled supplies</li> <li>• Linen (Towels, sheets, blankets)</li> <li>• Toiletries &amp; hygienic supplies</li> <li>• Baby supplies – nappies, formula</li> </ul>

## Resupply arrangements



Any additional equipment/consumables required for Evacuation Centres should be sourced locally where possible. If further resources outside of the Shire are required, a request for assistance (RFA) should be forwarded through the LDCC to the District Disaster Coordination Centre (DDCC) for support. The planning for resupply is a critical component of any operation and should be conducted well in advance of its need.



## Current facilities

### JUNDAH

*(Building floor plans and interior photographs are shown at Appendix 8)*

	NAME:	JUNDAH VISITORS INFORMATION CENTRE
	ADDRESS:	Dickson Street
	TELEPHONE:	07 4658 6930
	OTHER COMMS:	Email: <a href="mailto:jundahinfo@barcoo.qld.gov.au">jundahinfo@barcoo.qld.gov.au</a> , Wi-Fi available
	CAPACITY:	49
	AMENITIES:	2x toilets, small kitchenette (no cooking)
	SLEEPING CAPACITY:	14
	COMMENTS:	No showers available on site. 24*49'48.13''S 143*03'34.30''E Fully air conditioned.
	NAME:	JUNDAH RACECOURSE
	ADDRESS:	Jundah Quilpie Road
	TELEPHONE:	N/A
	OTHER COMMS:	NIL
	CAPACITY:	260
	AMENITIES:	Female toilets x 5, Female shower x4. Male toilets\showers x 4. Disabled toilet\shower x 1, 1 x Canteen. No air conditioner, open plan shed
	SLEEPING CAPACITY:	78
	COMMENTS:	24*49'46.71''S 143*04'19.80''E Mobile coverage. Open shed covered.

	NAME:	JUNDAH GOLF CLUB
	ADDRESS:	Hospital Road
	TELEPHONE:	N/A
	OTHER COMMS:	Nil
	CAPACITY:	55
	AMENITIES:	2 x female toilet, 1 x female shower. 2 x male toilet, 1 x male shower. Canteen.
	SLEEPING CAPACITY:	6 non-A/C, 10 A/C
	COMMENTS:	24*49'12.46''S 143*04'21.07''E Mobile coverage available.
	NAME:	JUNDAH PRIMARY HEALTH CENTRE
	ADDRESS:	1 Hospital Road
	TELEPHONE:	4658 6500
	OTHER COMMS:	UHF 5, email: <a href="mailto:jundah.primaryhealthcentre@health.qld.gov.au">jundah.primaryhealthcentre@health.qld.gov.au</a> Wi-Fi is available
	CAPACITY:	50
	AMENITIES:	Toilet\shower x 2 (unisex). Kitchenette
	SLEEPING CAPACITY:	15 (only if doctors rooms not being used for emergency)
	COMMENTS:	24*49'12.52''S 143*04'14.26''E Fully air conditioned.



	NAME:	JUNDAH SPORTS CENTRE
	ADDRESS:	Macrossan Street
	TELEPHONE:	N/A
	OTHER COMMS:	Nil
	CAPACITY:	585
	AMENITIES:	1 x female toilet\shower, 1 x male toilet\shower, 1 x Disable toilet\shower. Canteen
	SLEEPING CAPACITY:	175
	COMMENTS:	24*49'47.05''S 143*03'45.59''E Mobile Phone coverage available Open shed.
	NAME:	JUNDAH TOWN HALL
	ADDRESS:	Dickson Street
	TELEPHONE:	N/A
	OTHER COMMS:	Nil
	CAPACITY:	199
	AMENITIES:	2x female toilets, 1x male toilet, kitchen
	SLEEPING CAPACITY:	21 a/c, 39 non a/c
	COMMENTS:	24*49'50.15''S 143*03'32.02''E Mobile Phone coverage available 1 x Male toilet\shower, 1 x Female toilet\shower and 1 x disabled toilet\shower located at Jundah memorial park across the road.



NAME:	JUNDAH STATE SCHOOL
ADDRESS:	Macrossan Street
TELEPHONE:	07 4658 6121
OTHER COMMS:	<a href="mailto:principal@jundahss.qld.gov.au">principal@jundahss.qld.gov.au</a> wi-fi is available if needed
CAPACITY:	620
AMENITIES:	Kitchenette. 2 x male toilets, 2 x female toilets
SLEEPING CAPACITY:	21 a\c, 165 non a\c (sports shed & under school buildings)
COMMENTS:	24*49'49.66''S 143*03'45.16''E No showers available onsite.



## WINDORAH



	NAME:	WINDORAH RODEO GROUNDS
	ADDRESS:	Diamantina Developmental Road
	TELEPHONE:	N/A
	OTHER COMMS:	Nil
	CAPACITY:	128
	AMENITIES:	Showers, toilets, kitchen facility
	SLEEPING CAPACITY:	38
	COMMENTS:	25*24'24.71''S 142*39'41.59''E
		Toilet \shower located 100 metres NNE of Canteen\shed Mobile coverage available.
		



	NAME:	WINDORAH VISITOR INFORMATION CENTRE
	ADDRESS:	7 Maryborough Street
	TELEPHONE:	07 4656 3063
	OTHER COMMS:	WiFi <a href="mailto:windorahinfo@barcoo.qld.gov.au">windorahinfo@barcoo.qld.gov.au</a> UHF: scan all channels
	CAPACITY:	218
	AMENITIES:	Air conditioning, kitchen, toilet block next door in park - 1 x disable, 4 x Male, 5 x Female
	SLEEPING CAPACITY:	22 A\C, 42 non A\C
COMMENTS:	25*25'19.16''S 142*39'21.90''E 2 buildings (information centre & museum shed)	
	NAME:	WINDORAH STATE SCHOOL
	ADDRESS:	8 – 10 Victoria Street
	TELEPHONE:	07 4656 3128
	OTHER COMMS:	Internet <a href="mailto:the.principal@windorahss.eq.edu.au">the.principal@windorahss.eq.edu.au</a>
	CAPACITY:	290
	AMENITIES:	Air conditioning, kitchenette, 3 toilets
	SLEEPING CAPACITY:	40 A\C, 47 non A\C
COMMENTS:	25*25'13.37''S 142*39'14.85''E 3 buildings (School, library & shed)	


	NAME:	WINDORAH COMMUNITY CENTRE
	ADDRESS:	8-10 Edward Street
	TELEPHONE:	07 4656 3082
	OTHER COMMS:	Nil
	CAPACITY:	256
	AMENITIES:	Toilets – 4x female, 3x male, 1x disable shower/toilet, 3x showers, kitchen, air conditioning, 36 camp stretchers and mattresses
	SLEEPING CAPACITY:	79
	COMMENTS:	25*25'08.64''S 142*39'16.50''E
	NAME:	WINDORAH SPORTS CENTRE
	ADDRESS:	Victoria Street
	TELEPHONE:	N/A
	OTHER COMMS:	Nil
	CAPACITY:	420
	AMENITIES:	Kitchen, 2 x female showers, 2 x female toilets, 1x disable toilet\shower, 1x male toilet, 2 x male showers
	SLEEPING CAPACITY:	126
	COMMENTS:	25*25'11.06''S 142*39'14.39''E



## STONEHENGE

	NAME:	STONEHENGE RODEO GROUND
	ADDRESS:	Stonehenge Access Rd South
	TELEPHONE:	N/A
	OTHER COMMS:	Nil
	CAPACITY:	120
	AMENITIES:	Male 3 x toilet, 2 x shower. Disable 1 x toilet\shower. Female 4 x toilet, 5 x shower. Unisex 1 x toilet\shower. Kitchen.
	SLEEPING CAPACITY:	36
	COMMENTS:	24*23'29.61''S 143*15'49.57''E This facility is only supplied by untreated water. There is limited drinking water available.
		

	NAME:	STONEHENGE STATE SCHOOL
	ADDRESS:	21-29 Bulford Street
	TELEPHONE:	(07) 4658 5916
	OTHER COMMS:	principal@stonehengess.eq.edu.au
	CAPACITY:	158
	AMENITIES:	2x unisex toilets, shower, kitchen, internet
	SLEEPING CAPACITY:	47
	COMMENTS:	24*21'02.45''S 143*17'14.19''E Shower available in each of the teachers houses.
	NAME:	STONEHENGE COMMUNITY CENTRE
	ADDRESS:	9 Stratford Street
	TELEPHONE:	07 4658 5916
	OTHER COMMS:	stonehengeinfo@barcoo.qld.gov.au
	CAPACITY:	100
	AMENITIES:	Kitchen, toilets, RFDS clinic, internet
	SLEEPING CAPACITY:	16 A\C, 13 non A\C
	COMMENTS:	24*21'16.57''S 143*17'10.33''E

	NAME:	STONEHENGE HALL
	ADDRESS:	Stratford Street
	TELEPHONE:	N/A
	OTHER COMMS:	Nil
	CAPACITY:	285
	AMENITIES:	Male 1 x shower, 2 x toilet. Female 3 x toilet. Unisex 1 x shower, 1 x toilet, kitchen.
	SLEEPING CAPACITY:	6 A\C, 36 Fan only, 43 (sports shed)
	COMMENTS:	24*21'15.77''S 143*17'13.65''E

## PART 3 –EVACUATION CENTRE SETUP

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### Administration, financial management and reporting

#### Administration

As the 'sheltering' stage is a critical component of the evacuation process, it is important to record any issues and incidents that arise as well as recording numbers accommodated and decisions made throughout the stage. This information will eventually form part of the After-Action Report (AAR) that is compiled at the completion of the event.

To achieve this an Evacuation Centre Log should be kept for the duration of activation of the facility. Details should include:

- Dates and timing of each shift
- Any issue, incident that occurs within the centre
- Any decisions made including reasoning
- Resource requests to LDCC
- Statistics of centre including number of evacuees, staff etc.
- Issues flagged for following shift
- Staff on duty
- Visitors names and organisations
- Key contact details

At the completion of each shift, the Centre Manager or deputy manager must sign the last entry for that shift.

All staff working in an Evacuation Centre must be advised that the document is a legal document subject to statutory obligations and must be kept in a safe place.

#### Financial management

The Evacuation Centre Manager is responsible for ensuring compliance with purchasing and expenditure requirements.

- Any equipment, supplies or consumables used in the centre must be recorded for auditing purposes
- Any requests for equipment, supplies and consumables must be made through the LDCC
- All expenditure incurred is to be recorded and receipts, tax invoices are to be kept
- All operational costs may be recoverable under current State and Commonwealth funding arrangements

## Reporting

The Evacuation Centre Manager is required to report to the Local Disaster Coordination Centre in relation to the following:

- Registration – numbers of male, female, children & pets/animals
- Current situation
- Resource requirements
- Staffing – current and future
- Future planning
- Issues/problems – current & future

*A template for this report (Situation Report) has been developed at Appendix 4.*

The LDCC is to ensure that arrangements are implemented to ensure the Evacuation Centre Manager is regularly informed and updated in relation to:

- Situation reports and information on the event as it pertains to Evacuation Centre management and evacuees
- Problem solving
- Status on the acquisition of resources and supplies for the Evacuation Centre

## Animal management

The responsibility for the care, welfare and control of any pet or animal accepted at the centre rests solely with the owner/keeper of such animal.

Consideration should be given to the following when housing animals:

- Establish an area in proximity to Evacuation Centre that is suitable for pets or make arrangements to transport pets to another suitable site (i.e. Council pound) as required
- Registration and tagging of animals
- Holding pens for pets and companion/assistance dogs
- Resources for feeding, waste removal and shelter
- Provision of shade
- Safety of animals and people

## Catering

### Food preparation

Food may be prepared on site where appropriate facilities are available. If suitable external catering facilities are available, consideration could be given to using those resources (e.g. local hotel, motel or cafes).

Facilities should comply with the Food Standards Code of Australian and those preparing meal should be trained in food hygiene safety. Food and refreshments will normally only be provided after the centre has been opened for more than 6-8hrs and subject to operational requirements. The requirement for refreshments for both evacuees and staff could extend from hot drinks and biscuits to soup to full meals. Special dietary arrangements may have to be made and should be considered at an early stage.

## Water consumption

Only potable water should be used in kitchen facilities. Where there is no supply connected, potable water must be transported, stored and handled in such a manner as to avoid contamination.

## Local community groups

Local community groups (i.e. Lions, Rotary, CWA etc.) may be engaged to assist in the cooking and provision of meals.

## Children

Particular attention needs to be paid to the welfare of children and infants as they have their own specific needs and requirements ranging from changing/nursing facilities for mothers to entertainment and recreation. Children/babies of all ages must be registered on entry to centre.

Children within a centre remain the responsibility of their accompanying parents/guardians at all times and should be adequately supervised. Staff engaged within the centre may not necessarily have obtained a "Working with Children" blue card check as this is not deemed an essential.

## Cleaning

The Evacuation Centre Manager should ensure that arrangements are implemented for the regular cleaning of the centre, facilities and ablutions. This should occur at least once daily as a minimum.

An adequate supply of detergents, disinfectants, brushes, brooms and other housekeeping necessities must be provided. Disposable plates, cups and eating utensils should be used in dining areas where available.

## Communications

Communication between the Evacuation Centre will primarily consist of fixed telephone and where available, email.

Where Evacuation Centres do not have dedicated landlines or IT connectivity, reliance will be on mobile telephone communications if available.

The Evacuation Centre Manager is responsible for ensuring appropriate telephone numbers for communication purposes are obtained from and provided to the LDCC.

In the event of a telecommunications failure the Evacuation Centre Manager with the assistance of the LDCC shall consider alternative means of communication such as a two-way radio network or messengers.

## Media

### Broadcast Radio and Television

Evacuees will require communication mechanisms to stay informed of current situations relevant to the event. This may be achieved via the provision of television and radio broadcasts.

Where possible the Evacuation Centre Manager should ensure that as a minimum, battery powered radios are provided within the Evacuation Centre. If necessary, a request for assistance may be submitted to the LDCC.

### Media management

The establishment of Evacuation Centres will attract the attention of media. No media are to be allowed access to or permitted to photograph occupied areas of the Evacuation Centre at any time without the express consent of all evacuees in the centre. It is a matter for individual evacuees to decide whether to speak to the media.

All media requests for interview or information should be referred in the first instance to the LDCC who retains responsibility for coordinating media briefings and media releases relevant to the event, including Evacuation Centre operations.

In doing so the following strategies should be considered:

- A separate area away from the Evacuation Centre where media briefings or interviews can be conducted
- Availability of the Chairperson and/or Local Disaster Coordinator to participate in such briefings or interviews
- Identification of other agency representative subject matter experts involved in the provision of services to evacuees to participate in media interviews/briefings
- Opportunity for evacuees who so desire, to speak with the media
- Identification of positive issues for media attention
- Advice on media releases relevant to the event and assistance with media briefings and releases relevant to management of the Evacuation Centre.

### Medical Support

Medical emergencies are to be immediately reported to centre management. Whilst it is not the function of an Evacuation Centre to provide medical facilities, the need for medical treatment or assistance with obtaining medication, should be anticipated.

The Evacuation Centre Manager must ensure that basic first aid kits are available in the centre and a qualified first aider is present in the Evacuation Centre at all times.



## Personal Support

Every effort is to be made to cater for special requirements and considerations of evacuees within the constraints of the situation. Evacuees will be distressed to varying degrees and all Evacuation Centre staff should be alert to the needs of evacuees.

Other potential issues to consider and monitor include: cultural and ethnic differences, anti-social behaviour, and vulnerable persons i.e. children & infants, elderly, disabled, hearing and vision impaired, culturally and linguistically diverse groups, cultural dietary requirements etc.

Red Cross have volunteers who are trained in Personal Support and can be supplemented by staff from other agencies. It is recommended that all staff engaged within an Evacuation Centre environment undertake Personal Support/Psychological First Aid Training.

## Registration of evacuees

The registration of evacuees in Evacuation Centres is critically important for the overall management of the facility. There are numerous privacy and evacuee personal safety issues involved in obtaining and recording evacuee's private details. The Queensland Police Service maintains responsibility for the registration of evacuees and generally engages the services of Red Cross to assist in this function.

Registration is usually undertaken through the use of the Register-Find-Reunite System (RFR), which is a voluntary registration system for displaced people during disasters. It is a computer based filing and retrieval system, designed to provide information and basic details on the whereabouts of persons affected by disasters to authorities and the inquiring public.

Where registration personnel from Red Cross or Queensland Police are not available, the use of RFR registration becomes problematic and is unable to be effectively achieved. In these circumstances the Evacuation Centre Manager will liaise with the Local Disaster Coordination Centre with a view to seeking guidance from the Queensland Police Service on how to facilitate a registration process until support can be provided.

This is usually undertaken through the use of a voluntary registration system for displaced people during disasters. Ideally it is a computer based filing and retrieval system, designed to provide information and basic details on the whereabouts of persons affected by disasters to authorities and the inquiring public. It also provides information to authorities to assist with response and recovery activities. An example is in assisting police with identification of people who may be missing as a result of a given emergency.

Where registration personnel from Red Cross or Queensland Police are not available, registration becomes problematic and is unable to be effectively achieved. In these circumstances the Evacuation Centre Manager will liaise with the LDCC with a view to seeking guidance from the Queensland Police on how to facilitate a registration process until support can be provided.

Whatever registration process is instigated upon advice from QPS, the Evacuation Centre Manager must ensure arrangements are in place for the appropriate security and confidentiality of registration details.

## Security

Security of any Evacuation Centre is the responsibility of the Evacuation Centre Manager.

Whilst the Queensland Police Service maintain overall responsibility for the preservation of law and order and may be requested to provide a uniformed police presence, there may not be capacity for the provision of such a service.

Regardless of arrangements implemented, the Evacuation Centre Manager shall immediately report any anti-social or criminal behaviour.

No alcohol is to be permitted within the Evacuation Centre.

## Sleeping Facilities/Arrangements

The use of Evacuation Centres as a means of overnight accommodation and sleeping should wherever possible be avoided. The Evacuation Centre Manager should investigate with evacuees the potential for them to source more appropriate temporary accommodation with friends or family or alternatively commercial accommodation such as motel/hotel, caravan parks etc. if they are financially capable of doing so.

In the event that sleeping facilities and arrangements are required within the centre the Local Disaster Coordinator should ensure that media advices include the requirement for any persons relocating to the Evacuation Centre to bring suitable sleeping material such as inflatable mattress, sleeping bag, blankets & linen, personal hygiene equipment/materials (toothpaste, toothbrush, soap, sanitary items etc.).

Otherwise suitable beds and bedding will need to be sourced via a request to the Local Disaster Coordination Centre. Consideration should be given to special needs (e.g. cots for babies, nappies etc.).

Given the logistical requirements for this to occur, such requests should be identified and submitted to the LDCC as soon as possible before/after the activation of the centre.

It is critical to remember that if bedding material is supplied, it must be destroyed once no longer required.

The minimum personal space for sleeping is five square metres, which includes mattress, personal belongings and a comfortable separation distance of 1.5m for mats, cots and beds. This can be extended where circumstances allow.

When identifying sleeping areas the following points should be considered:

- Keep routes to fire exits clear
- Allow access for people with mobility issues and young children in prams
- Locate in close proximity to toilets and showers where possible
- Consider demographics of evacuees in the floor plan e.g. accommodate single females near families rather than males
- Keep separate from likely noise sources e.g. children's areas, main entrance etc.
- Ensure the lighting can be adjusted

Whilst it is desirable to have segregated sleeping areas, the reality is that most Evacuation Centres consist of large halls. Consideration should be given to dividing sleeping areas using screens, tarps on ropes or even tables and chairs. Signage may also be necessary e.g. numbered rows. Where there is

limited space the sleeping arrangements may need to be packed up each morning to allow for other activities such as dining and entertainment during the day. This is not the preferred option but may in some circumstances, be necessary.

## Visitors

### External visitors

- External visitors such as VIP's may be permitted to visit Evacuation Centres with the express permission of the Chairperson of the LDMG
- Visitors must sign in and out when visiting a centre
- Visitors must be escorted at all times within the centre and not allowed to intrude upon the privacy of any evacuee without permission from that evacuee
- Visitors must display an organisational nametag or 'visitor' tag when within the confines of the centre
- Cameras are not permitted

### Day-to-Day Visitors

- These will include representatives of organisations and contractors who are working on a day-to-day basis in the centre
- Day-to-day visitors must sign in and out when attending the centre
- Visitors must display either an organisational nametag or a 'visitor' tag when within the centre confines.

## Waste Management

Sufficient waste containers are to be provided in the Centre for all waste. A waste removal service must be promptly started as proper collection and disposal prevents many health and safety problems.

Where such a service is impractical, an attempt must be made to separate refuse such as food scraps and recyclables such as boxes, paper, cans etc.

## PART 4 – ACTIVATION

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### Evacuation Centre activation

Responsibility for activation and management of an Evacuation Centre rests with Barcoo Shire Local Disaster Management Group.

Activation of any particular centre will be determined by the circumstances of the event.

As per *Planning Assumptions*, the chosen facility may be required for anything from a few hours to several days. Initially only shelter and refreshments will be provided, but in an extended event, more substantial catering and temporary accommodation may be necessary.

### Evacuation Centre structure

The following roles are indicative of an Evacuation Centre.

#### MANAGEMENT TEAM\*

Evacuation Centre Manager	Logistics Officer
Deputy Manager (If resources permit)	Facilities Officer
Administration Officer	Meeter & Greeter
Registration Officer (Until Red Cross attend)	

#### FUNCTIONAL TEAMS

Registration	Animal Welfare
Personal Support	Children's Area
First Aid/Medical Support	Counselling

#### VISITING SUPPORT TEAMS

State/Commonwealth Recovery	Community Organisations
Temporary Housing	Media & VIP's Management
Mental Health	Police & Emergency Services

\*Potential staffing roles and position descriptions can be found at *Appendix 4*.

### Staffing considerations

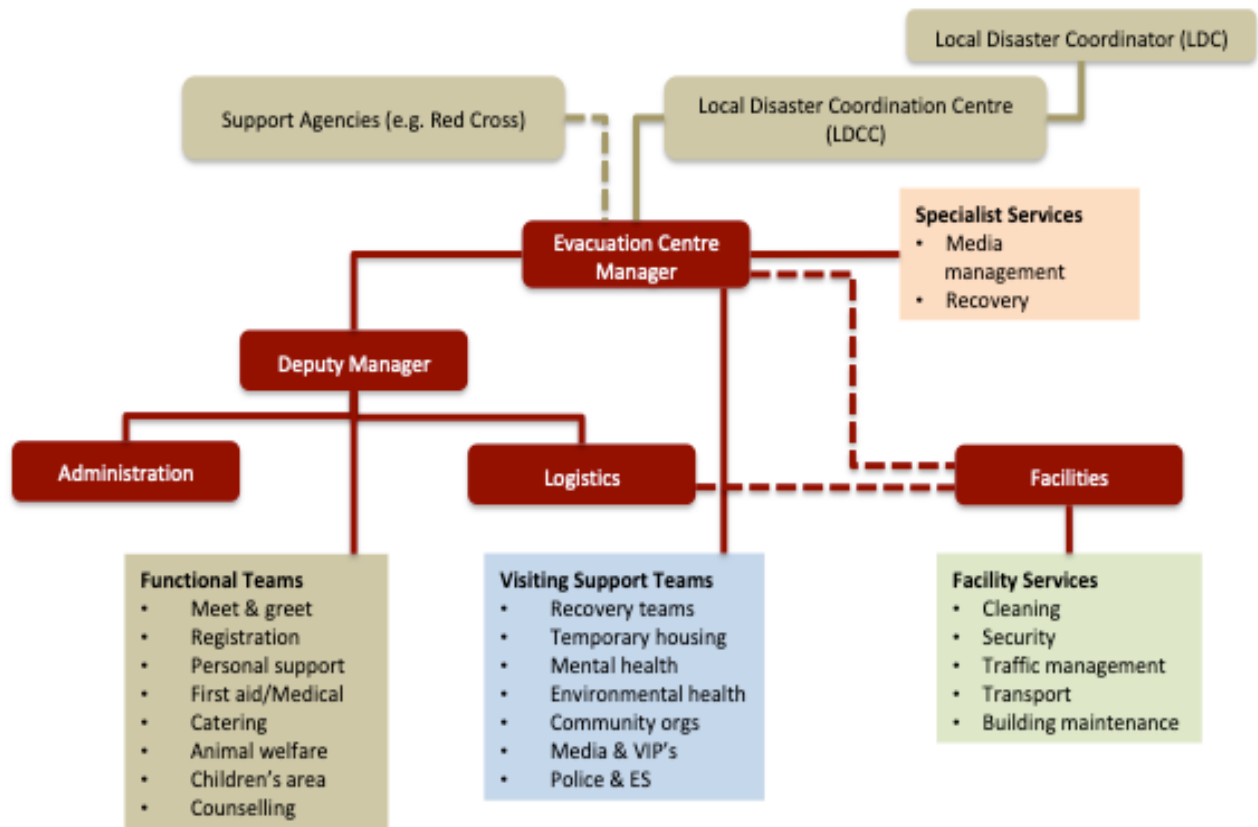
It is the responsibility of the Evacuation Centre Manager to identify staffing positions required to ensure the effective operation of the centre with the primary aim of ensuring appropriate care of evacuees. The number and type of staff required will be dependent on the number of expected occupants for the centre.

Where necessary, staffing issues and requirements should be discussed with the Local Disaster Coordination Centre (LDCC) and/or Local Disaster Coordinator (LDC) and if appropriate a documented request for assistance submitted to the LDCC for necessary actioning.

The Evacuation Centre Manager is responsible for determining required shifts for staff taking into consideration the need for a 24/7 requirement for as long as evacuees occupy the centre. The availability of sufficient staff will determine the length of required shifts.

Regular briefings of staff should be conducted by the Evacuation Centre Manager to ensure all personnel are kept informed on the event as well as requirements and operation of the centre.

The following schematic details the structure of an Evacuation Centre.



**Note:** *The above structure relies heavily upon the sufficient resources available to staff the centre. Consideration should be given to developing a structure that is suitable to Barcoo Shire’s requirements and if necessary seek supplementary positions as required.*

## Staff welfare

The welfare of staff shall be regularly monitored by the Evacuation Centre Manager to identify any stress or anxiety and to prevent burn out. Periods of adequate rest and the provision of food and refreshments are to be provided to staff and personal safety and support of staff members and their families are to take priority.

## Levels of activation

Ideally, activation of a centre should be timely and consistent with the Queensland Disaster Management Arrangements escalation model of activation as shown in the following table.

OPERATION STAGE	BRIEF DESCRIPTION	INDICATIVE EVACUATION CENTRE TASKS	RESPONSIBLE PERSON
Not operational	Pre-event identification, assessment and planning of Evacuation Centre operations	<ul style="list-style-type: none"> <li>• Identify buildings suitable to be used as Evacuation Centres including facilities, space</li> <li>• Determine and map centre design</li> <li>• Identify centre staff (e.g.):               <ul style="list-style-type: none"> <li>○ Management</li> <li>○ Logistics</li> <li>○ Facility management</li> <li>○ Administration</li> <li>○ Other roles</li> </ul> </li> <li>• Conduct training/exercising of above staff in centre operations</li> <li>• Where possible consider pre-stock centres with equipment such as generators, Red Cross kits, stretchers, first-aid kits etc.)</li> </ul>	<p>Local Disaster Management Group (LDMG)</p> <p>Local Disaster Coordinator (LDC)</p> <p>Barcoo Shire Council</p> <p>State Government agencies (e.g. Department of Education)</p>
Alert	Requires designated Evacuation Centres to be determined, equipment sourced and staff notified to be available. No action is required at this stage however the situation should be continually monitored	<ul style="list-style-type: none"> <li>• Designate facility</li> <li>• Ascertain staff availability.</li> <li>• Identify/source equipment/resources for deployment to centre, including chairs, tables, bedding, food, water, toiletries notice boards, partitions, gas, generators/fuel etc.)</li> <li>• Undertake analysis of situation to consider potential risks/issues of concern</li> </ul>	<p>LDMG</p> <p>LDC</p> <p>Evacuation Centre Manager</p>

OPERATION STAGE	BRIEF DESCRIPTION	INDICATIVE EVACUATION CENTRE TASKS	RESPONSIBLE PERSON
Lean forward	<ul style="list-style-type: none"> <li>• An operational state prior to “stand-up” characterised by a heightened level of situational awareness of a disaster event (either current or pending) and a state of operational readiness</li> <li>• Evacuation Centres are on stand-by – prepared but not activated</li> </ul>	<ul style="list-style-type: none"> <li>• Evacuation Centre resources are placed in designated facility</li> <li>• Evacuation Centre staff may be activated and deployed into facility if hazard is imminent</li> <li>• Staff are briefed on situation and expectations</li> <li>• Ensure staff register on and off shift</li> <li>• Ensure staff are identifiable to evacuees (i.e. High-Vis vests)</li> <li>• Open communications with LDCC to ascertain current and future situation</li> <li>• Identify number of evacuees and possible need to open other centres.</li> <li>• Ensure support agencies have been advised</li> <li>• Identify equipment for use in centre</li> <li>• Ensure centre is clean and in a state of readiness and suitable for evacuees</li> <li>• Consider roster for extended period of operations</li> <li>• Ensure areas are adequately signed</li> <li>• Ensure all external agencies are briefed on current situation as they arrive.</li> <li>• Consider special needs evacuee requirements</li> </ul>	<p>Evacuation Centre Manager</p> <p>LDC</p> <p>LDMG</p> <p>Barcoo Shire Council</p> <p>State agencies</p>

OPERATION STAGE	BRIEF DESCRIPTION	INDICATIVE EVACUATION CENTRE TASKS	RESPONSIBLE PERSON
Stand Up	<ul style="list-style-type: none"> <li>• An operational state following “lean forward” whereby resources are mobilised, personnel are activated and operational activities commence.</li> <li>• Evacuation Centre is opened and operational</li> </ul>	<ul style="list-style-type: none"> <li>• Meet and greet evacuees as they arrive</li> <li>• Ensure all evacuees register on entry through RFR process</li> <li>• Considerations:               <ul style="list-style-type: none"> <li>○ Medical support (i.e. first aid)</li> <li>○ Personal support</li> <li>○ Provide food/refreshments</li> <li>○ Animal management</li> <li>○ Children</li> <li>○ Special needs persons</li> <li>○ Counselling</li> <li>○ Sleeping/resting</li> <li>○ Information sharing</li> <li>○ Ongoing staffing rosters</li> </ul> </li> </ul>	<p>LDMG</p> <p>LDC</p> <p>Evacuation Centre Manager</p> <p>Centre support staff</p>



OPERATION STAGE	BREIF DESCRIPTION	INDICATIVE EVACUATION CENTRE TASKS	RESPONSIBLE PERSON
Stand Down	<ul style="list-style-type: none"> <li>• The hazard has passed and (where possible) it is now safe for evacuees to return to their homes</li> <li>• A gradual transition period from ‘shelter’ to ‘return’.</li> <li>• Commencement of recovery operations</li> </ul> <p><i>Note: Evacuation Centres should not be closed until all evacuees have returned to their residences or alternative accommodation located and provided.</i></p>	<ul style="list-style-type: none"> <li>• Evacuees return to their homes as situation changes. (May be need for extended transition as centre may be used to accommodate persons whilst recovery of homes continues over an extended period)</li> <li>• Work with Dept. of Housing and Public Works to provide temporary accommodation where required (Uninhabitable homes)</li> <li>• Facility cleaned and returned to original state</li> <li>• Staff debriefed</li> <li>• Report compiled</li> <li>• Plans/procedures reviewed</li> </ul>	<p>LDMG</p> <p>LDC</p> <p>Evacuation Centre Manager</p> <p>Supporting agencies (e.g. Recovery agencies)</p> <p>Barcoo Shire Council</p>

## PART 5 – REVIEW AND EVALUATION

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### Introduction

The review of any operational activities undertaken during a disaster is a key component of developing greater capacity, operational resilience and the overall improvement of disaster management arrangements.

**At the completion of any Evacuation Centre operation, a review process should be undertaken.**

### Background

After-action reviews (also known as *operational debriefs*, or *debriefs*) are conducted to:

- Assess operational performance undertaken prior to and during the operation including decisions made, actions taken and processes used
- Document the issues/actions that worked well and identify a course of action to ensure that they are captured and plans, procedures or guidelines are updated
- Assess capability and consider where additional planning, training and/or exercises may enhance capability
- Any other issue that will enhance future operational performance

### Types of debriefs

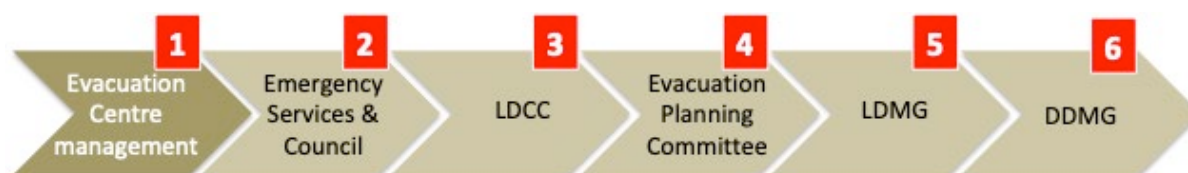
#### 'Hot' debrief

A discussion undertaken immediately after the operation has ended (Evacuation Centre closed); giving authorities the opportunity to share learnings while the experience is still very fresh in their minds.

#### 'Post-event' debrief

At the conclusion of all operations (usually within a couple of weeks) a formal review and evaluation process should be undertaken of the entire operation. The most effective way of undertaking this overall review is through a series of organisational debriefs. Such debriefs should be conducted as close to the conclusion of operations as possible.

Usually debriefs are conducted from the bottom up meaning that subordinate entities debrief first and their findings are included in debrief of the next higher group. On this basis, evacuation-related debriefs should, where possible, be conducted in the following priority order:



It should be noted that in some instances, there would be no need to follow the above diagram to the letter (e.g. There may well be no Evacuation Planning Committee). Steps 1-3 may well be run concurrently with lessons identified being brought to the LDMG.

Following the completion of all debriefs, an 'After-Action Report' (AAR) report is compiled to provide a record of the lessons identified following an event and importantly recommendations for improving the recovery process for future events.

## After-activation Report (AAR)

An After Action Report (AAR) is a retrospective analysis on critical actions previously undertaken. Its purpose is to evaluate performance, identify and document effectiveness and efficiencies, analyse critical procedure & policies and recommend improvements.

### Report template

The report should include an executive summary at the beginning of the document briefly outlining the event and the subsequent debriefing process followed by a summary of recommendations, including:

- Context of the Evacuation Centre operations including history (dates, time, location, photos, etc.)
- Evacuation Centre objectives (This document's **Purpose** should be a guide to determining the objectives)
- Conduct of operations in the centre including:
  - Numbers registered
  - Management/leadership/command structure
  - Planning
  - Logistics & resupply issues
  - Facilities & equipment
  - Administration
  - Problems/issues raised and resolutions (Refer to log)
  - Political/VIP issues
  - Information management including media, communication issues
  - External support agencies
- Any matter considered relevant to the conduct of the centre
- Resolutions, timeframes, responsibility

## Conclusion

There is no universally accepted debriefing process being used. Currently, operational debriefings focus on 'what happened' when perhaps they should be an interim step to identifying the lessons identified, learned and implemented.

Traditional problem diagnoses are frequently symptomatic and corrective measures are often ineffective or inadequate. There is a tendency to focus on resources and human error issues but very little on organisational, programmatic and cultural issues. Often, agencies need to "dig a little deeper" than the sharp end of their response they are comfortable dealing with.

Converting lessons "identified" in debriefings and reports to lessons "learned and implemented" is the key issue and should always be the desired outcome of any operational performance audit.

## PART 6 – LIST OF APPENDICES

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1. Distribution list
2. Contact list
3. Position descriptions
4. Situation report
5. Operations log
6. Staff sign-on/sign-off register
7. Day Guests and visitors register

## Appendix 1 – Distribution List

Name	Copies
Local Disaster Coordinator	Master copy
Local Disaster Coordination Centre	2
Evacuation Centre storage box (Held by LDC) for distribution to staff as required, including: <ul style="list-style-type: none"> <li>• Centre Manager(s)</li> <li>• Administration Officer(s)</li> <li>• Facilities officer(s)</li> <li>• Logistics Officer(s)</li> <li>• Others as determined</li> </ul>	20
Chairperson, LDMG	1

*Note: All Evacuation Centre Management Guideline documents are to be collected by the Administration Officer at the completion of each event and returned to the LDC.*



## Appendix 3 – Evacuation Centre Position Descriptions

### EVACUATION CENTRE MANAGER

#### REPORTS TO

- Local Disaster Coordinator or Incident Controller (Where appointed)

#### ROLE

- To manage Evacuation Centres in accordance with this Guideline.
- To ensure the centre is managed effectively and that all reasonable steps are taken to provide a safe, supporting and caring environment to address the basic needs of evacuees.

#### RESPONSIBILITIES

##### On activation:

- Attend the LDCC/LDMG briefings to familiarise self with latest situation
- In consultation with Chairperson of LDMG and LDC, determine location, type of centre required and expected duration that centre is likely to be open
- Determine number, arrival time, special needs and condition of expected evacuees
- Ensure Facilities/Logistics Officer(s) have been advise to attend including estimated time of arrival
- Determine extent of services likely to be required and resources available

##### On Arrival at Centre:

- Conduct briefing of all attending staff and/or support agencies on site.
- Ensure all agencies sign in/out (Appendix 5)
- Begin a shift log and maintain it with a log of events, key decisions and financial expenditure
- Establish a dedicated phone line (landline/mobile) or two-way radio communication link to the LDCC
- Agree the evacuation procedures for the building with the Facilities Officer & ensure all staff are aware of procedures to be followed
- Consider set up arrangements. Identify areas for specific functions/services and erect suitable signage
- Assign roles and responsibilities in liaison with Facilities Officer and assigned staff or agencies
- Once the centre is set up and ready to receive evacuees, advise the LDCC

##### During operations:

- Coordinate all staff/agencies working within the centre ensuring the needs of all sections of the community are met as far as possible
- Ensure evacuees are regularly updated and provided relevant information on the incident and services available in the centre
- Ensure regular briefings of all staff (Ideally two-hourly) working in the centre
- Liaise with LDCC regularly to provide and obtain regular situation reports
- Ensure requests for assistance for supplies and equipment are passed onto the LDCC

- In consultation with LDCC, consider media advices and implement a media and visitor plan
- Assess staffing arrangements/requirements and liaise with LDCC to determine a staffing plan for the next 24hrs
- Establish schedule for daily activities as required
- Manage any complaints ensuring the details are recorded appropriately
- Supervise staff changeovers and ensure all incoming/outgoing staff are briefed

**Close Down:**

- Ensure alternative accommodation arrangements have been implemented for all occupants of the Evacuation Centre
- Ensure all documentation is collated, secured and provided to the LDC for appropriate actioning
- Ensure the building is returned to its normal operational use and all equipment and other resources checked and returned
- Ensure LDCC is informed that the Evacuation Centre is closing and of any relevant issues i.e. damage to premises, cleaning and waste removal requirements etc.
- Arrange for return handover of the building to the facility owner/operator & ensure building is secure before departure
- Participate in debrief activities as required

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**PREFERRED SKILLS AND QUALIFICATIONS**

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- Conversant with Barcoo Shire Disaster Management Plan
- Evacuation Centre Management training
- Current in Queensland Disaster Management Arrangements
- Participate in training exercises
- Senior Council Officer or credentialed local resident



## FACILITIES OFFICER

### REPORTS TO

Evacuation Centre Manager

### ROLE

- Overall responsibility for the management of the building and its facilities e.g. cleaning & sanitation, lighting, heating, etc.
- The Facilities Manager should ensure that all necessary fire and safety precautions are taken whilst the premises are occupied as an Evacuation Centre e.g. fire exits not obstructed, fire extinguishers provided, assembly points identified, building evacuation plans in place etc.
- Action must also be taken to ensure workplace health and safety obligations are complied with in accordance with Workplace Health and Safety legislation.
- This role may be undertaken by Council, the owner/operator of the facility or any other person familiar with the operations of the premises.

### RESPONSIBILITIES

#### On activation:

- Receive briefing from Evacuation Centre Manager

#### On arrival at centre:

- If required to unlock facility, ensure any alarms are deactivated and switch on all utilities
- Liaise with Evacuation Centre Manager and any support staff
- Provide advice and assistance to the Evacuation Centre Manager in relation to any equipment available on site that can be utilised to assist in operation of Evacuation Centre i.e. tables, chairs, urns, cutlery, crockery, etc.
- Assist Evacuation Centre Manager in determining most effective layout of the Evacuation Centre and provide assistance in setting up the centre
- If parking is required, ensure that an area is available, either adjacent to or in close proximity to the facility
- Ensure building security arrangements are in place

#### During operations:

- Regularly conduct risk assessments to ensure workplace health and safety issues are being managed appropriately
- Notify staff/evacuees of relevant hazards or risks as appropriate
- Maintain accurate and timely shift logs
- Be prepared to coordinate evacuation of building if required
- Actively maintain facilities and amenities, i.e. sanitation/cleanliness, heating, power, lighting, security, waste disposal etc.
- Receive regular briefings and provide relevant information to Evacuation Centre staff
- Brief incoming Facilities Officer on arrival

#### Close Down:

- Support Evacuation Centre Manager in planning for the closure of the facility
- Ensure all equipment and resources belonging to the facility have been returned in working order to their normal location. Report and damages
- Ensure all logs and paperwork are completed and provided to the Evacuation Centre Manager for recording/filing
- Ensure arrangements have been made for final cleaning of facility and waste removal

- Ensure building is adequately secured
- Participate in debrief sessions as required

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#### PREFERRED SKILLS & QUALIFICATIONS

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- Asset management
- Evacuation Centre Management training or participation in Evacuation Centre exercises

## LOGISTICS OFFICER

### REPORTS TO

Evacuation Centre Manager

### ROLE

- To provide logistical support to the Evacuation Centre Manager and other agencies operating within the Centre.
- Responsible for identifying, requesting and tracking equipment and resources that will be used to set up and support the Evacuation Centre.
- Dependent upon resources, this position may be undertaken by the Facilities Officers.

### RESPONSIBILITIES

- Assist Evacuation Centre Manager to determine most appropriate layout of Evacuation Centre and assist with set-up
- Record details of all resources and equipment assigned to the Evacuation Centre (May be assisted by Administration officer)
- Identify additional resources required in liaison with other agencies within the centre and submit a *Request for Assistance* form to the Local Disaster Coordination Centre – must be approved by Evacuation Centre Manager
- To ensure full accountability, track, request, store, use and document all resources and equipment that are assigned
- Participate in Evacuation Centre team briefings
- Brief incoming Logistics Officer
- Ensure all resources are packed away at the end of the operation, are properly accounted for and are returned to their normal locations
- Liaise with Facility Manager and Evacuation Centre Manager regarding cleaning of the facility and waste removal

### PREFERED SKILLS & QUALIFICATIONS

- Experience in purchasing systems and processes
- Evacuation Centre Management training or participation in Evacuation Centre exercises

## ADMINISTRATION OFFICER

### REPORTS TO

Evacuation Centre Manager

### ROLE

- To provide high quality administrative support to the Evacuation Centre Manager and other agencies operating within the Evacuation Centre.
- Responsible for all documentation, recording and tracking of expenditure.

### RESPONSIBILITIES

- Ensure all agencies are aware of administrative procedures within Evacuation Centre (i.e. Register in/out, shift logs, evacuee registration process etc.)
- Communicate team briefing schedule and times
- Record and distribute minutes of team briefings
- Maintain shift log on behalf of Evacuation Centre Manager
- Assist Evacuation Centre Manager with development of staff rosters in liaison with support services and LDCC
- Prepare Evacuation Centre Situation Report (SitRep) as required by Manager and forward to LDCC once approved
- Provide general administrative support to other agencies
- Ensure documentation is regularly collected, collated and stored appropriately and securely
- Collate and maintain key contact details relevant to Evacuation Centre operations
- Brief incoming Administration Officer
- Perform other tasks as directed by Manager

### PREFERED SKILLS & QUALIFICATIONS

- Experienced in administrative systems and processes
- Evacuation Centre Management training or participation in Evacuation Centre exercises

## MEET & GREET OFFICER

### REPORTS TO

Administration Officer

### ROLE

- The meet and greet team is the first point of contact people have with the Evacuation Centre and provides basic information and direction to evacuees entering the facility.
- This role may be undertaken by any agency member with basic skills in customer service including community service/volunteer organisations.
- This position will be dependent upon available resources.

### RESPONSIBILITIES

- Identify suitable areas for meet and greet staff
- Prepare the registration area including waiting area facilities
- Set up and maintain a comfortable waiting area with queuing system if required
- Welcome all evacuees and provide basic information on the registration process and support available(
- Ensure evacuees with pets are directed to the appropriate location
- Ensure evacuees immediate needs are addressed i.e. (refreshments, first aid etc.)
- Ensure all evacuees, staff, visitors and guests sign in and out on appropriate register

### PREFERED SKILLS & QUALIFICATIONS

- Evacuation Centre Management training or participation in Evacuation Centre exercises

## REGISTRATION OFFICER

### REPORTS TO

Administration Officer

### ROLE

- The Registration Officer is responsible for overseeing the registration process of all evacuees within the Evacuation Centre.
- The registration of evacuees in Evacuation Centres is critically important for the overall management of the facility. There are numerous privacy and evacuee personal safety issues involved in obtaining and recording evacuee's private details. The Queensland Police Service maintains responsibility for the registration of evacuees and generally engages the services of Australian Red Cross to assist in this function.
- This is usually undertaken through the use of the Register-Find-Reunite System (RFR), which is a voluntary registration system for displaced people during disasters. It is a computer based filing and retrieval system, designed to provide information and basic details on the whereabouts of persons affected by disasters to authorities and the inquiring public.
- Where registration personnel from Red Cross or Queensland Police are not available, the use of RFR registration becomes problematic and is unable to be effectively achieved. In these circumstances the Evacuation Centre Manager will liaise with the Local Disaster Coordination Centre with a view to seeking guidance from the Queensland Police Service on how to facilitate a registration process until support can be provided.

### RESPONSIBILITIES

#### Registration of Evacuees:

- Prepare the registration area including waiting area in liaison with Meet and Greet Officer
- Prepare registration system to suit number/condition of evacuees using Registration Form
- Complete a registration form for each family group (Note: Family groups are those which present as such and may have different surnames)
- Document enquiries in regards to missing family and friends and pass information to Queensland Police Service as soon as practicable
- Check for accuracy and legibility of registration forms
- Be aware of language difficulties and be sensitive to people displaying symptoms of stress
- Ensure any immediate follow up needs identified are passed to the appropriate agency or provide general information/signposting to services within the Evacuation Centre (e.g. catering, information etc.)
- Maintain confidentiality of completed forms and ensure they are regularly collected and filed/secured appropriately.

#### Departure of Evacuees:

- Seek to identify details of persons leaving and gather as much information as possible – i.e. onward destination, point of contact telephone number etc.

#### PREFERED SKILLS & QUALIFICATIONS

- Australian Red Cross training – registration in RFR system use
- Evacuation Centre Management training or participation in Evacuation Centre exercises

### PERSONAL SUPPORT OFFICER

#### REPORTS TO

1. Administration Officer (For centre management purposes)
2. Own agency (For organisational purposes)

#### ROLE

- Provision of personal practical and emotional support to evacuees
- This role should be undertaken by a relevant community service organisation such as Australian Red Cross but can be undertaken by any agency staff that have Personal Support/Psychological First Aid Training

#### RESPONSIBILITIES

- Provide comfort and personal support to evacuees in dealing with their needs (practical and emotional support)
- Provide one-on-one support to those with special needs where necessary
- Ensure basic needs are met and provide assistance with more complex needs wherever possible.

#### PREFERED SKILLS & QUALIFICATIONS

- Relevant Psychological First Aid training

## INFORMATION MANAGEMENT OFFICER

### REPORTS TO

Evacuation Centre Manager

### ROLE

- Provision of up-to-date, reliable and factual information to evacuees on the event and on the services available within the Evacuation Centre
- Manages all media inquiries and visits to centre

### RESPONSIBILITIES

- In consultation with Centre manager, identify a suitable location for the information desk and ensure it is continuously staffed
- Determine suitable locations for information notice boards and displays
- Provision of factual, reliable and up-to-date information to evacuees in liaison with LDCC
- Deal with and document any requests for information/queries that originate from evacuees. Ensure appropriate follow up of issues raised
- Keep the Evacuation Centre Manager informed in relation to queries being raised
- Make regular announcements to evacuees on the latest situation, facilities available, etc. – all announcements must be authorised by Evacuation Centre Manager.
- Brief incoming Information Officer

### PREFERED SKILLS & QUALIFICATIONS

- Evacuation Centre Management training or exercises
- Media management experience

## CATERING OFFICER

### REPORTS TO

### ROLE

- Provision of meals and refreshments to evacuees and staff within the Evacuation Centre

### RESPONSIBILITIES

- Identify needs of evacuees and staff including numbers to be catered to and any special dietary requirements
- Set up and maintain suitable dining area for evacuees
- Monitor hygiene arrangements for provision of food and drinks
- Oversee the work of food handlers within the centre
- Ensure food/refreshments (e.g. tea, coffee, drinks) and water supplies are ordered and provided in agreed timeframes
- Attend staff briefing sessions as determined

### PREFERED SKILLS & QUALIFICATIONS

- Cooking skills
- Personnel management skills
- Evacuation Centre Management Training or exercises



## ANIMAL WELFARE OFFICER

### REPORTS TO

Facilities Officer

### ROLE

- To provide appropriate facilities for the care and welfare of pets housed as part of Evacuation Centre operations
- This role will usually be undertaken by Barcoo Shire Council animal control staff

### RESPONSIBILITIES

- In consultation with Evacuation Centre Manager & Facilities Manager - establish an area in proximity to Evacuation Centre that is suitable for pets or make arrangements to transport pets to another suitable site (i.e. Council pound) as required
- Provide advice on care and management of animals
- Ensure all animals are registered and tagged
- Ensure adequate facilities are available for welfare of pets (i.e. water, food)
- Maintain appropriate records of expenditure
- Attend briefings as required

### PREFERED SKILLS & QUALIFICATIONS

- Animal management
- Evacuation Centre Management Training or exercises

## SECURITY OFFICER

### REPORTS TO

Facilities Officer

### ROLE

- Ensure adequate security of Evacuation Centre and surrounds and safety of occupants and staff
- This role will usually be undertaken by Queensland Police Service (if available) or a private security contractor

### RESPONSIBILITIES

- Ensure appropriate access and egress is maintained
- Ensure only authorised persons are permitted entry into the facility
- Ensure regular presence/patrols of the facility to ensure the safety of evacuees and staff
- Monitor staffing levels and future staffing needs
- Maintain records of public order breaches within the facility and action taken
- Attend all staff briefings
- Brief incoming staff

### PREFERED SKILLS & QUALIFICATIONS

- Dispute resolution skills
- Evacuation Centre Management Training or exercises

## Appendix 4 – Evacuation Centre situation report template

### EVACUATION CENTRE SITUATION REPORT

(This report is to be submitted to the LDCC as determined)

*Sections marked in blue italics are provided as examples only and should be deleted*

Date	
Time	
Event	
Centre address	
Manager	

#### Number of Registrations

Male	<i>3</i>	Female	<i>7</i>	Children >1 year		Babies < 1 year	<i>1</i>
------	----------	--------	----------	------------------	--	-----------------	----------

#### Number of pets/grazing animals held

Dogs	<i>2</i>	Cats	<i>3</i>	Birds		Other (Name)	<i>1</i>
				Other		<i>4 x Horses</i>	
				Other		<i>3 x Cattle</i>	
				Other			

#### Current Situation (Expand as needed)

*(E.g.) The Centre has been opened since 0700 hours today and has received 10 adult evacuees and one baby (6 months) who have been registered. They are currently in good health and spirits and have received meals and refreshments. There is currently no need for any further personal support, however it is anticipated that the centre will receive a further 20 adults from a tour group sometime this afternoon.....*

#### Resource Requirements (Including specialised skills)

Description	Nos.	Request status	Reference
<i>(E.g.) Stretchers for adult sleeping</i>	<i>10</i>	<i>Submitted</i>	<i>#24</i>
<i>(E.g.) Sheets for above stretchers</i>	<i>10</i>	<i>Submitted</i>	<i>#25</i>
<i>(E.g.) Nappies for 6 month old baby</i>	<i>10 Pk.</i>	<i>Not submitted</i>	

#### Current staffing levels

Position	Nos.
<i>Manager</i>	<i>1</i>
<i>Administration/Registration</i>	<i>1</i>
<i>Facilities/Logistics</i>	<i>1</i>

--	--

**Future staffing needs**

Description	Nos.
<i>Manager</i>	<i>1</i>
<i>Personal support officers (e.g. Red Cross)</i>	<i>2</i>

**Future planning (Including expected evacuation period)**

*(E.g.) Current flood levels are expected to remain static for next 24 hours. This will require centre to be opened for ay least the next 48 hours until water levels recede enough for an assessment to be carried out.*

**Current issues/problems**

--

**Possible future issues**

*(E.g.) Will require a major re-supply of centre tomorrow. A list of supplies is being compiled by Centre staff and will be forwarded to LDCC for actioning within the next 2 hours.*

.....  
(Signature)

Evacuation Centre Manager

## Appendix 5 – Centre operations log template

### EVACUATION CENTRE OPERATIONS LOG




<b>Event name:</b>		<b>Page #</b>	
<b>Manager:</b>			
<b>Admin. Officer</b>			

Log Ref.	Date	Time	Issue/Problem/Request	Made by (if applicable)	Outcome	Date/Time resolved	Entry By (Print name)	Initials
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
9.								
10.								
11.								
12.								
13.								
14.								
15.								





# Appendix 9 – Registration form

\*EMERGENCY CODE
REGISTRATION FORM

**REGISTRATION DETAILS**

\*Place of Registration \_\_\_\_\_ \*Date DD/MM/YYYY / / \_\_\_\_\_ Time 24 hrs \_\_\_\_\_

FAMILY NAME	*GIVEN NAMES	ALTERNATE NAME <small>(nick name, maiden name, preferred name)</small>	*D.O.B / AGE	*GENDER	*NATIONALITY <small>(if other than Australian)</small>	*RELATIONSHIP <small>(to primary person registering)</small>

If registering companions (other persons that may be with the person registering) and they have different personal and contact information (such as home address, and contact numbers), please complete another registration form.

Language spoken (other than English) \_\_\_\_\_

Email address \_\_\_\_\_

Includes both landline and mobile. For international numbers (mobile or landline), enter in notes area below. Include international dialling codes.

Phone number (0) \_\_\_\_\_ Alternate ph# \_\_\_\_\_

\*Do you have a fixed home address?  Yes  No If the person registering has a fixed address the answer is 'yes'. If not, the answer is 'no'.

\*Home Address \_\_\_\_\_

\*Town / Suburb \_\_\_\_\_ \*State \_\_\_\_\_ \*Postcode \_\_\_\_\_

Country (if overseas) \_\_\_\_\_

Please let us know where you are staying. With your permission this information will be shared with friends, family and loved ones who are looking for you.

**DESTINATION DETAILS**  At home  Somewhere else  Don't know / not sure  Place of registration

Destination Address \_\_\_\_\_

Town / Suburb \_\_\_\_\_ State \_\_\_\_\_ Postcode \_\_\_\_\_

Country (if overseas) \_\_\_\_\_

Phone number (0) \_\_\_\_\_ Alternate ph# \_\_\_\_\_

Expected duration of stay at destination address (if known) Start Date DD / MM / YYYY | HH : MM End Date DD / MM / YYYY | HH : MM

**CONSENT:** I have read and understand the Collection Notice on the reverse side of this form and agree to the use and disclosure of my personal information for the primary and secondary purposes set out in the Notice subject to my election below. I understand that if I tick 'no' information may be used by police/welfare and emergency services only relevant to the emergency.

<p><input type="checkbox"/> <b>Permission</b> <small>Choose how much information you wish to share with family, friends and loved ones looking for you.</small></p>	<p><input type="checkbox"/> <b>Share my details</b> <small>Allow people looking for me to know that I have registered, my phone number and my destination address.</small></p>	<p><input type="checkbox"/> <b>Information only</b> <small>Allow people looking for me to know that I have registered.</small></p>	<p><input type="checkbox"/> <b>Do not share details</b> <small>Do not allow people looking for me to know I have registered or any other information. <small>(Note: your information may be used if required by police/welfare and emergency services only relevant to the emergency.)</small></small></p>	<p>*Signature of person registering</p> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>
---	--	--	--	---

Any additional information not covered elsewhere

\_\_\_\_\_

\_\_\_\_\_

\*Registration Recorded by (print name) \_\_\_\_\_ Recorder's Initials \_\_\_\_\_

More than one likely destination or companion to be listed? Complete another form.  Yes  No Distribution to State or National Inquiry Centre?  Fax  Email  Other:

\*Computer Entered? (inc. initials)  Yes \_\_\_\_\_ \*Date / / \_\_\_\_\_ \*Time hrs \_\_\_\_\_ \*Registration # \_\_\_\_\_

PLEASE PRINT IN BLOCK LETTERS USING BLACK OR BLUE PEN. \*Mandatory Fields

Registration Form 2014 v2.0

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PRIVACY COLLECTION NOTIFICATION

AUSTRALIAN RED CROSS SOCIETY

Personal information (including sensitive information such as health information) is collected by Red Cross in partnership with commissioning agencies from you when completing this form. Red Cross needs to collect this information to reunite you with family, friends and loved ones. Without the information, Red Cross will be unable to try to reunite you in this emergency or to co-operate with other agencies to assist you with emergency support.

Where possible, in the circumstance of the emergency, Red Cross will only collect this information from you.

The **primary purpose** of collecting this information is to:

- register you as a person affected and/or displaced by the emergency,
- account for evacuated people, and
- reunite you with family, friends and loved ones (with your consent)

Red Cross has contracted out the storage of this information to a third party provider. That service provider may store this information in the cloud. Any information in the cloud will be stored in Australia.

A **secondary purpose** of Red Cross collecting this information (related to the primary purpose), is to share your personal information with the Federal, State, or Territory Police Forces, welfare support agencies (such as the Department for Child Protection and Family Support (WA) and Housing SA), and any emergency services such as the Ambulance Service or disaster relief units of other agencies engaged in the emergency. The shared information is used by those organisations to:

- manage the emergency;
- provide assistance and support to you for the period after the immediate emergency. This can sometimes last for some time after the immediate emergency is over.

Red Cross will not use your personal information for any other purpose without your consent.

Once the purposes for which Red Cross has collected your personal information no longer exist, Red Cross will de-identify that information, that is, you will no longer be able to be identified from it.

You may seek access to your personal information, and you may ask for that information to be corrected, if you are unhappy with any Red Cross decision affecting your request about your personal information you may complain to the Privacy Commission at [eaic.gov.au](http://eaic.gov.au).

Further information about your privacy rights are contained in the Red Cross privacy policy. You can access the Red Cross privacy policy online at <http://www.redcross.org.au/privacy.aspx>, by email at [privacy@redcross.org.au](mailto:privacy@redcross.org.au).