the **power** of humanity

AUSTRALIAN RED CROSS

QLD CHECKLIST

Queensland Evacuation Centre Field Guide

Queensland Government

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Introduction 01

The aim of this Queensland Evacuation Centre Field Guide is to provide guidance to support those personnel working in evacuation centres. This guidance relates to the operational considerations of managing an evacuation centre and aligns with the Queensland Evacuation Guidelines.

The chapters of this Field Guide are targeted towards trained evacuation centre management personnel who will be required to make decisions on complex issues whilst the centre is in operation.

Evacuation and the use of evacuation centres, involves the planned and coordinated movement of persons from an unsafe or potentially unsafe location to a safer location and their eventual return to their homes and community.

An evacuation centre is a designated building specifically selected as a safer location not anticipated to be adversely affected by the hazard. These evacuation centres provide affected people with basic essentials including accommodation, food and water.

The establishment and management of evacuation centres is a responsibility of the Local Disaster Management Group (LDMG) which is supported by both the District Disaster Management Group (DDMG) and the Queensland Disaster Management Committee (QDMC) if required.

Feedback

- One of the greatest values of this material is that is developed by people working in evacuation centres.
- It is very important to receive feedback to measure and evaluate how practical and useful the materials are.
- Please consider making notes for improvement as you are using it. We encourage you to send your input and reflections to; emergencysheltering@redcross.org.au

Audience

- This material is designed as an operational and training guide, but can be utilised for planning purposes as needed.
- The material has been written for government and partnering agencies in the planning for, or operating, evacuation centres. It will be useful for personnel from supporting organisations working, or providing support in evacuation centre activities.
- This material will have application for communities across Queensland. The experiences which inform this material have been gathered from Red Cross and local government representatives to provide a focus on Queensland activities.
- This material complements Queensland disaster management legislation, guidelines and plans. As a practical tool it does not take the place of existing disaster management arrangements.

Note: It is acknowledged that each evacuation centre is unique and that adaptation to this material may be required. The material is written to provide general guidance in the provision of support and is meant to strengthen support for the community. This Field Guide is supported by the Queensland Evacuation Centre Planning Toolkit that supports local councils in planning for the establishment of evacuation centres.

Personnel and people

02
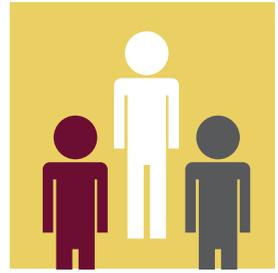
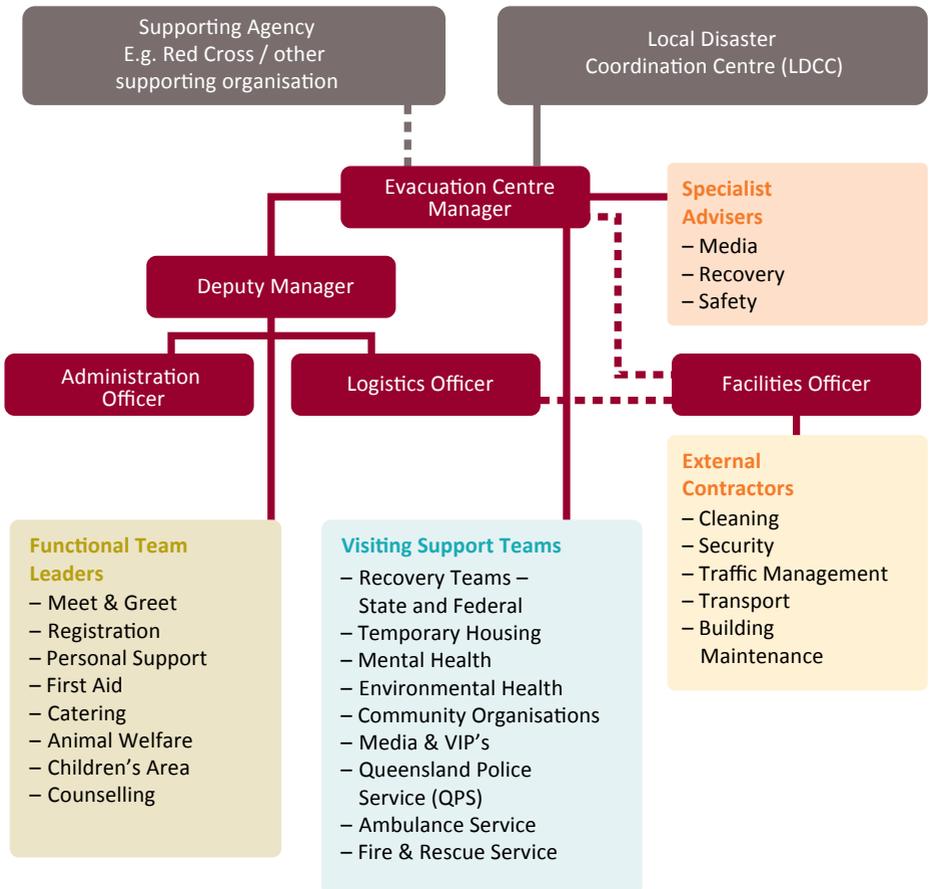The diagram below is a representation of how the personnel roles might interact, but it is important to consider the structure most appropriate for your circumstances.

Supporting Agency E.g. Red Cross / other supporting organisation

Local Disaster Coordination Centre (LDCC)

Evacuation Centre Manager

Specialist Advisers
– Media
– Recovery
– Safety

Deputy Manager

Administration Officer

Logistics Officer

Facilities Officer

External Contractors
– Cleaning
– Security
– Traffic Management
– Transport
– Building Maintenance

Functional Team Leaders
– Meet & Greet
– Registration
– Personal Support
– First Aid
– Catering
– Animal Welfare
– Children's Area
– Counselling

Visiting Support Teams
– Recovery Teams – State and Federal
– Temporary Housing
– Mental Health
– Environmental Health
– Community Organisations
– Media & VIP's
– Queensland Police Service (QPS)
– Ambulance Service
– Fire & Rescue Service

Personnel

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

Deputy Manager: manages the day-to-day operations of the centre and supports the Evacuation 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 generate a lot of paperwork therefore having a skilled and efficient Administration Officer is crucial to the smooth running of daily centre operations.

Facilities Officer: responsible for the 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.

Personnel: all staff and volunteers working to support the operations of an evacuation centre.

Local Disaster Coordination Centres: established to support the Local Disaster Management Group in determining the activities required and supporting operational planning for how the direction is to be implemented. The centre manages calls from the public, coordinates local resources and information, identifies tasks where extra resources are needed and passes information and requests to the District Disaster Coordination Centre (DDCC).

People

This resource recognises the need to break down the difference in people associated with evacuation centres for more accurate provision of assistance and reporting.

Community Members		
Affected Persons		Un-affected persons
Evacuees	Self sheltering	
Centre residents	Centre day guests	Centre visitors

Evacuees: people who are temporarily displaced as a result of a threatening or real hazard.

Self sheltering: people who source their own shelter solutions outside of the designated shelters in response to a threatening or real hazard.

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).

Depending on the location and scope of the disaster event, 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.

Note: Consideration should take into account members of the community who may visit evacuation centres to access basic needs such as food, water, registration, information and personal support, even if they have external sleeping arrangements.

NOTES

Before opening   03

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, additional/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 (*Initial Suitability Report at the back of this Field Guide*)

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

From the Field! Initially, a centre might have to be opened with minimal personnel. Ensure the following roles are filled: Evacuation Centre Manager, Evacuation Centre Logistics Officer and Registration Team Leader. Consider engaging residents to assist with tasks and asking the Local Disaster Coordination Centre for any available people.

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 evacuation 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 administration 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 disaster event. 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 additional/ special needs groups, does not take over the responsibilities of the carers
- the usual risks and duty of care responsibilities remain with the evacuating institution e.g. Aged Care Facility
- 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 Evacuation Centre Manager may identify the evacuation centre facility is not appropriate or adequately resourced to cater for individuals with special requirements. If a resourcing issue is identified, the Local Disaster Coordination Centre should be informed.

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 in life in the centre. Importantly, residents will also be aware that the centre is only a temporary measure and focus 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 shelter? 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:
  - location and nature of incident
  - capacity of the facility
  - facility becomes endangered
  - incident occurs in facility
  - facility is required for another purpose

Initial Suitability Report (Example only)

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 Evacuation 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.

Evacuation Centre Status

1. What is the availability of the facility? Will there be any disruptions to business continuity?

2. Are there any restricted areas or equipment?

3. Is there a spare set of keys for all usable rooms and storage space?

4. What are the normal facility rules in relation to smoking, alcohol and behaviour?

5. What support is in place for disabled access? Ramps, rails, disabled toilets etc.

6. Has the disaster resulted in continuing rain, wind or heat that may impact on people's ability to go outdoors?

7. Is there any pre-existing damage to the building or equipment?

Building

8. Does the building provide adequate shelter from the anticipated elements?

9. What is the source of the power supply? Locate the power points – are they functional?

10. Is there a backup generator? What is the capacity of the backup generator? Fuel for the generator?

11. 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?

12. Is the sewerage system appropriate? Do arrangements need to be made for the septic system?

13. Is there adequate internal lighting? Where are the switches? Lighting for walkways to outdoor facilities? Functional?

14. Is there a way to adjust the heating and cooling? (ambient temperature should ideally be 15-19 degrees)

15. Is there a way to ensure fresh air can cycle through? (adequate ventilation is required at a rate of 20-30m^3 per person per hour)

16. Does different floor covering need to be laid for children, sleeping areas? Non-slip mats for entrances?

17. Does the kitchen have enough area for hygienic food preparation? Is all the equipment in order e.g. fridges, freezers. Is gas needed? Supply?

18. Are the fire exits clearly marked? Fire extinguishers/hydrant? Evacuation plan? Fire alarms?

Sanitation

19. What arrangements are in place for cleaning?

20. Are the toilets flushing?

21. Is the water running in the showers and hand washing facilities?

22. How many bins are available? sharps disposal or nappy bins? sanitary bins?

Equipment

23. Are there enough tables and chairs for registration and dining areas?

24. Is there access to photocopiers, faxes, PA system etc.?

25. Is there access to laundry facilities?

26. What cleaning equipment is available? Brooms, mops etc.

27. Do the landlines work? And what is the number?

28. Is there internet connection? Details to log on?

29. Are there adequate cooking, serving and eating implements?

30. Is there an Evacuation Centre Kit?

<table>
<tr><td>External</td></tr>
</table>

31. Where are the potential mosquito breeding sites and other potential hazards?

32. Are there sufficient bins for a few days? What is the waste pickup schedule?

33. Are there facilities onsite for pet management? Are there facilities in place for pets in proximity to the centre if required?

34. Where will portable toilets, showers and storage be placed if needed?

35. Is the surrounding terrain safe for children? Check for long grass, muddy puddles, creeks etc.

36. Are there any nearby trees, power lines etc. that might be damaged by the disaster and could be a hazard?

37. Is there a suitable helicopter-landing zone?

38. Is the driveway access and parking area going to become muddy or dusty?

39. How close are the neighbours? Any particular issues?

AUTHORISATION

Date of Release: /   /   Time of Release:

Officer: Signature:

Handover 04

It may be the case that when you are deployed to operate an evacuation centre, the centre has been operating for a period of time by trained local council personnel or a combination of volunteers and other agencies.

You may find yourself walking into a centre that is somewhat overwhelming and wondering, how you will manage this situation. The time of day when you arrive and the severity of the disaster event will impact on how you deal with taking over the centre.

Considerations for taking over management of a centre:

- building relationships with the people who are currently running the centre
- perform a gradual take-over of the centre (a good place to start is the registration area)
- commence meeting all of the representatives from the other agencies that are working in the centre
- seek information about how things are going and what processes are in place to best support the operation of the centre
- bring all of the agencies together in a structured meeting; ideally you will provide them with an agenda and conduct the meeting. This is your opportunity to demonstrate your lead role in the operation and control of the centre, build relationships and identify issues that may need attending too.

Content of a handover briefing:

- primary functions being performed at the centre
- agencies represented and providing services in the centre
- division of responsibilities
- process for reception, registration, processing
- processes for providing public information and briefings
- arrangements for meals
- anticipated additional numbers yet to arrive
- any notable shortfalls in capability or service delivery
- safety and security issues
- site specific safety instructions such as evacuation plans, security alarms, notifications and codes
- means and status of communication with key stakeholders
- reporting requirements

Moving residents within the centre

As the residents have entered the centre they have identified and claimed their own patch of the facility where they are going to stay. On occasions the area they have sought is not suitable for them to stay in because the area is needed for other activities like the dining area. Identify personnel with good communication and engagement skills and have them work with those individuals/families to respectfully and gently move them to an area where they will be comfortable.

Shift Logs

05

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 keep an 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.

Evacuation Centre Log - possible contents

– Factual information on the disaster event

– 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

– Additional/special needs individuals and groups (e.g. elderly, children, disabled, language barriers, feeding mothers)

– Arrangements for assistance animals/pets

– 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

From the Field! A basic notebook will do the job for a shift log. Aim to keep it in a central location, to encourage teams to use the shift log, but be careful of confidentiality.

PERSONNEL SIGN ON/OFF

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:
First:	Role:	Time On:	Mobile Phone:	Time off:	Break Taken:
Last:		Signature:	Email:	Signature:	Total Hours:

Example only. This form is also included in the Queensland Evacuation Centre Planning Toolkit.

Set-up   06

Steps to set-up

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 additional/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

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 (of up to 18 hours), working towards one per 20 people*
	– Facilities for menstrual hygiene, changing infants and nappy disposal

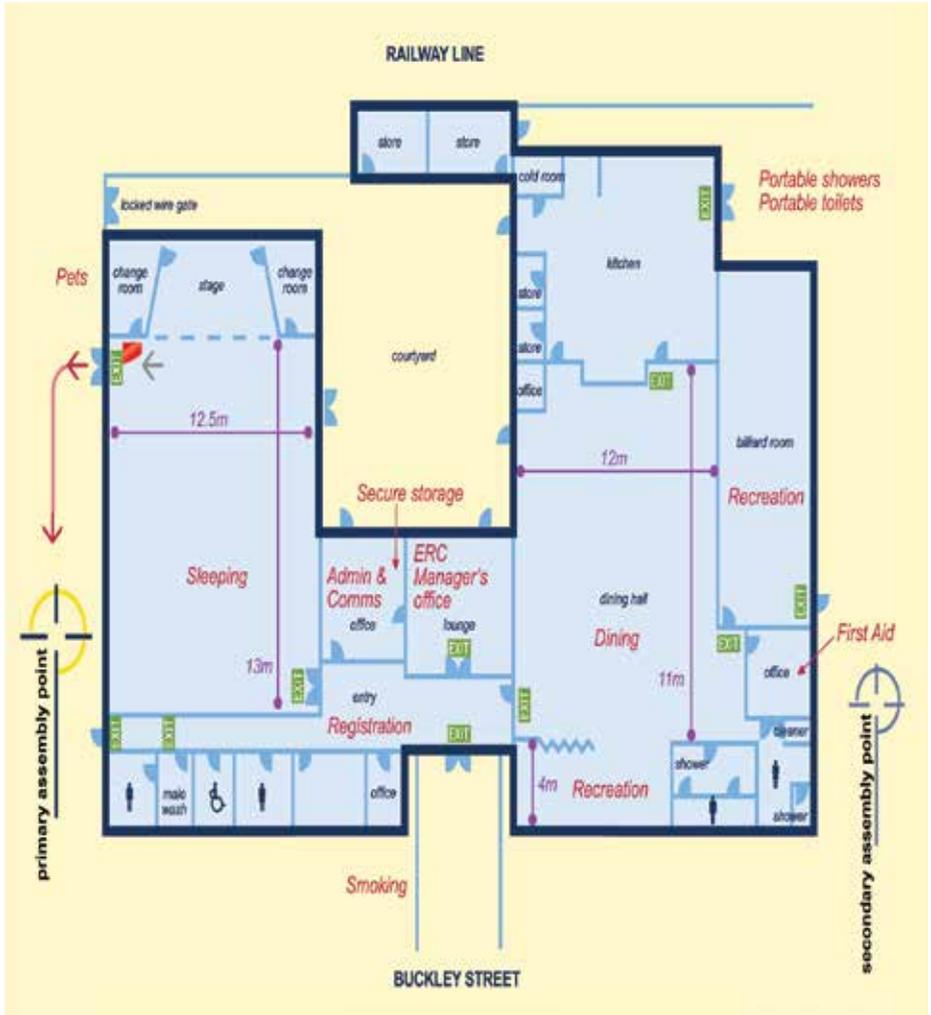| **Desirable areas to set-up** | |
Material aid incl. clothing	– Near a change area with suitable privacy
	– Space for clothing racks, stackable box style storage
Quiet rooms	– In an area where some privacy is available;
	– for prayer and cultural requirements
	– provision of personal support
	– nursing mothers
	– QPS 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

* Reference: Preferred Sheltering Practices for Emergency Sheltering in Australia (2012)

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 area (if required)	– Shaded and/or enclosed
	– Possibility for tie-down points
Logistics and storage	– Unloading 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	– Outside toilets are located within 50 metres of the building, but at least 20 metres from the kitchen, dining and water supply
	– Consider access and egress points
	– Consider connections for external lighting, power, water and sewerage
	– Consider waste disposal from portable facilities
Media congregation and interviewing point	– Media congregation 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: Victorian Emergency Relief Handbook (2010)

DAY GUEST & VISITOR LOG

For each day, please use a new page.

Incident:

Location:

Date:

Time In	Name	Reason for visit	Organisation (if applicable)	ID Issue	Time Out	Signature	ID Return
				☐			☐
				☐			☐
				☐			☐
				☐			☐
				☐			☐
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				☐			☐

Example only. This form is also included in the Queensland Evacuation Centre Planning Toolkit.

Sleeping Arrangements

07

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
  - 1.2sqm of personal space (space for single chair or standing room only)
- Immediate shelter for a matter of hours
  - 3.5sqm of personal space (space for mattress and bag only)
- Temporary shelter for a number of days
  - 5sqm of personal space (space for 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

1. 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

2. Sleeping space and 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 aisle space (1.5m 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

3. Partition the space, where possible, using screens for

- 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.

4. Provide bedding

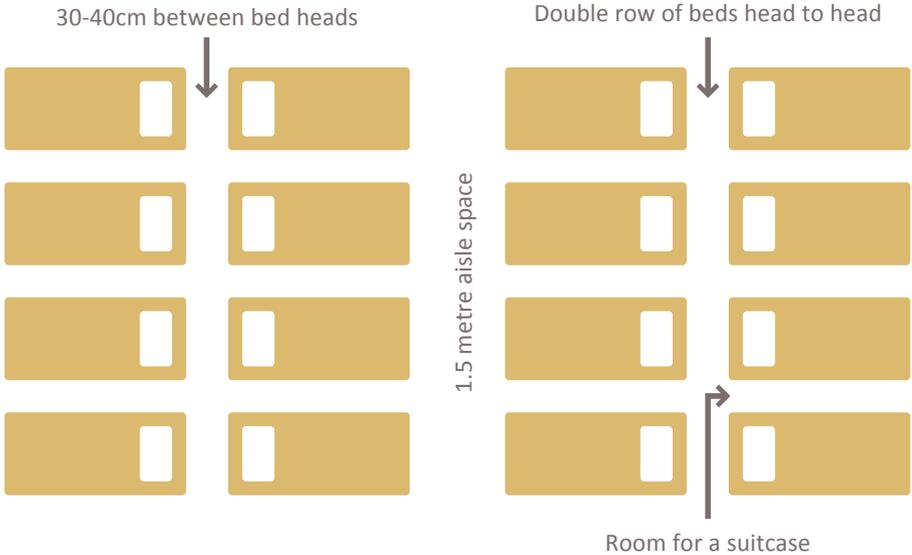Based on what is available, consider allocating:

- stretchers (with covered foam) for aged community members, pregnant women and those with additional/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
- one blanket
- mosquito nets (where needed)
- two sheets
- one bath towel

Equation for determining sleeping space on the day				
1	2	3	4	5
Total floor area available for sleeping sqm	Minus 30% for aisle space (or 1.5m) to get actual bedding space	Divide the actual bedding space by 5sqm (for each person)	Make allowances for additional/ special needs and family groups	Equals the number of people the space will allow for sleeping

30-40cm between bed heads

Double row of beds head to head

1.5 metre aisle space

Room for a suitcase

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

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

Example only. This form is also included in the Queensland Evacuation Centre Planning Toolkit.

Rostering 08

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.

From the Field! 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
- additional/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

From the field! Some roles are going to be busier than others at times, and that will vary for the duration of the disaster event. For example, you might receive a report from the Local Disaster Coordination Centre that three bus loads of people are being moved to your evacuation centre and are all going to arrive at the same time. This means that if they all turn up together, meet & greet and registration will be busy and require additional personnel for that period. However, after that rush, you may receive another report stating no more evacuees are expected, in which case registration will become quiet, requiring less people. But personal support needs to be provided and arrangements made for bedding.

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

From the Field! 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 (this requires less personnel). For example:
  - 7:00 am to 7:30 pm
  - 7:00 pm to 7:30 am
- Three shifts of eight and a half hours – (this requires more personnel but is easier on volunteers). For example:
  - 7:00 am to 3:30 pm
  - 3:00 pm to 11:30 pm
  - 11:00 pm to 7:30 am

From the Field! 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 for night shift can often be challenging. Clearly communicate that personnel will be required to work night shift during the activation.

- 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 to enable the monitoring of residents movements

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

Logistics 09

An operational evacuation centre will generate a need 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

1. **Track it** – tracking the usage of resources ensures requests are placed with sufficient time for sourcing and delivering before stocks run out.
2. **Request it** – requests for resources should be based on realistic projections. Put the request in writing and support it with a verbal reinforcement.
3. **Store it** – resources should be stored in a manner to prevent damage or theft.
4. **Use it** – only take items out of the packaging when there is an actual need.
5. **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.

Note: 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

From the field! 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!

Note: Consideration should be given as to how money for incidental expenses or petty cash will be handled.

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 additional/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

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

Coordinating transport

- consider public transport arrangements available
- work with the Local Disaster 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 4L of drinking water per day. People with additional/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.

RESOURCE REQUEST TOOL

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AUSTRALIAN RED CROSS

Facility Name:	Completed by:	
Delivery Address: (include landmarks as required)	Date and Time: (24hr)	Request #:

DELIVERY CONTACT DETAILS

Name	Position	Contact #	Alternative contact (name and #)

LOCATION DETAILS

Total # of personnel and residents staying on site	Total # of people accessing the site	Expected duration	Other

DETAILS OF REQUEST

Reason for request		Item(s)	
Current situation (daily consumption)	Projected situation (daily consumption)	Requesting quantity (state unit quantities only)	Delivered on site by (urgent or ASAP not acceptable) Date: Time:
Access issues for transportation	Set-up requirements (equipment, handling or skills)	Available storage on site (description e.g. m^2 or # pallets able to be stored on site)	

ADDITIONAL COMMENTS

REQUEST FOR ASSISTANCE SUBMITTED TO: (email, phone, fax or copy)   **DATE and TIME:**

Example only. This form is also included in the Queensland Evacuation Centre Planning Toolkit.

Evacuee Triage   10

```
┌─────────────────────────────────────────────────────────────┐
│                        Meet & Greet                          │──┐
└─────────────────────────────────────────────────────────────┘  │
        │                       │                   │             │
        ▼                       ▼                   ▼             │
┌──────────────┐       ┌──────────────┐     ┌──────────────┐      │
│   Medical    │       │  Additional/ │     │    Other     │      │
│  Attention   │       │ Special Needs│     │              │      │
└──────────────┘       └──────────────┘     └──────────────┘      │
        │                       │                   │             │
        ▼                       ▼                   ▼             │
┌──────────────┐       ┌──────────────┐     ┌──────────────┐      │
│  First Aid   │       │   Relevant   │     │  Staying at  │      │
│  Attendants  │       │    Agency    │     │    centre    │      │
└──────────────┘       └──────────────┘     └──────────────┘      │
        │                       │                   │             │
        └────────┐              ▼         ┌──────────┘             │
                 ▼    ┌──────────────┐    ▼                        │
                      │  Self Caring │                             │
                      └──────────────┘                             │
                             │                                     │
                             ▼                                     │
                      ┌──────────────┐    ┌──────────────┐         │
                      │ Registration │◄──►│     Own      │◄────────┘
                      │              │    │ destination  │
                      └──────────────┘    └──────────────┘
                             │
                             ▼
                      ┌──────────────┐
                      │ Orientation  │
                      │ to facility  │
                      └──────────────┘
```
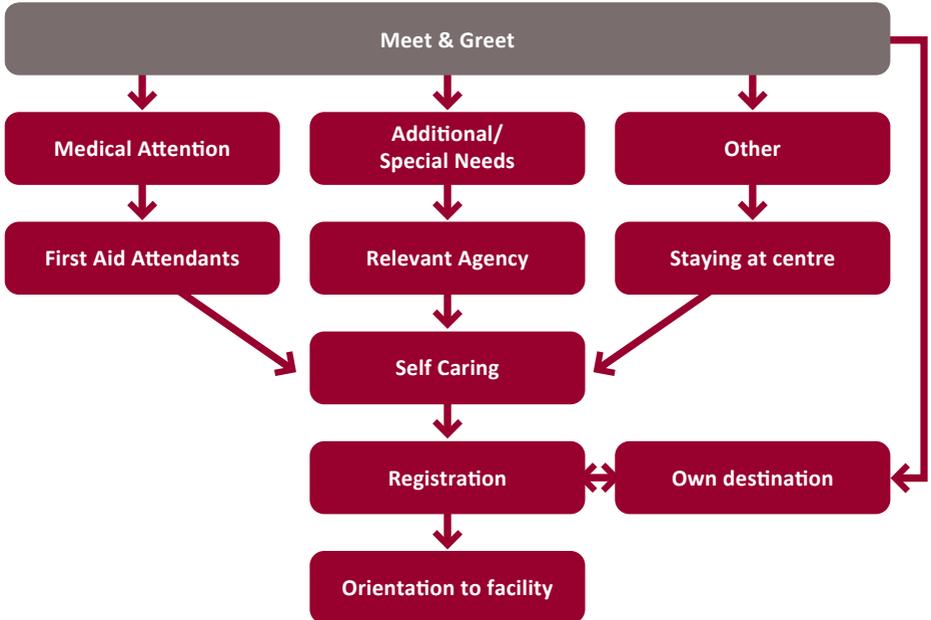
Priority	Triage Consideration	Signs	Action
1.	Medical – injury, illness, health condition requiring immediate attention	Obvious injury, signs and symptoms of medical distress	**Seek medical attention immediately. First aid, if appropriate register later**
2.	Special needs – elderly, disabilities, health 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 animals)	**Directed to animal welfare area (if established), followed by 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 behaviour or do not fulfill the centre 'rules'	**No entry permitted to the centre (intervention may be required by security or Queensland Police Services)**

Meet & Greet   11

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
- establish and maintain a comfortable waiting area with queuing system
- set-up and monitor a table of recovery resources, as needed
- liaise with traffic management and deter 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
- ensure any residents permanently leaving have de-registered

From the Field! 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.

From the Field! If a bus of affected people arrives, it might be worthwhile boarding the bus to provide a briefing about the centre.

Meet & Greet and Registration area – suggested layout

Area to hold Police information

Registration Team Leader table

Filing / Matching & Scrutineer / Statistician table

Inquiries table

Registration table

Registration table

Registration table

Meeters / Greeters

ENTRY

Reception / Waiting area
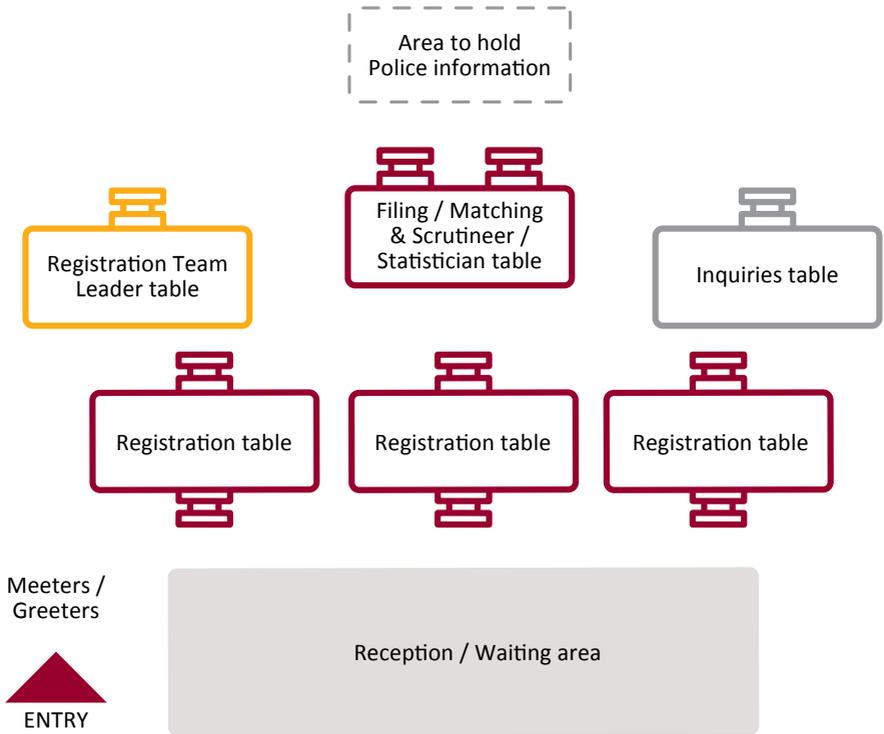
Reference: Victorian Emergency Relief Handbook (2010)

Registration and Intake

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Registration Team responsibilities:

- register each individual and family group, that is physically present, using an Register. Find.Reunite. registration form
- document inquiries for missing family and friends on an Register.Find.Reunite. Inquiry form
- 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

Note: Two copies of the Register. Find.Reunite. registration form are required. One for QPS and the other for evacuation centre records.

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 Register.Find. Reunite. 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 Translating and Interpreting Service (TIS). The TIS phone number can be obtained from www.immi.gov.au
- 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 night-time

Note: A key action of the management team is to encourage all residents and day guests to register. For emergencies the National Registration and Inquiry System (R.F.R.) is the standardised process.

Register.Find.Reunite. 'WHY REGISTER?' card to be placed on registration tables

WHY REGISTER?

With your permission, information will be made available to friends and relatives who inquire about your welfare and whereabouts.

This information will also be used by Qld Police Service (QPS) and Emergency Services to:

- Manage the disaster event

- Account for evacuated people

- Ensure next of kin can be notified in cases of serious injury

It is important that all personnel understand that Register.Find. Reunite. registration is:

- not a requirement for disaster affected people to receive relief or assistance
- not effective unless the registration form is correctly filled in legibly
- not compulsory, but strongly encouraged
- not just for people directly affected by the disaster event.

Note: Members of the community may visit the evacuation centre to enquire about a family member or friend. The Register.Find.Reunite. Inquiry Form should be completed and forwarded to QPS for processing as per the process for Register.Find.Reunite. Registration Forms.

The intake form

Residents staying at the centre will often have needs that cannot be captured on the Register. Find.Reunite. registration form. The intake form is designed to be a living document for each person/family group. By continuing to document information in the one place it will:

- reduce the number of times people are asked for their personal information and surrounding circumstances
- provide an opportunity for people to self-identify special requirements for their stay in the centre
- assist management in determining the most suitable feeding, sleeping and support arrangements
- assist in determining future accommodation and recovery support
- provide more accurate reporting

Processing registrations and intake forms

Once the Register.Find.Reunite. registration and the intake forms are completed the Register.Find.Reunite. registration forms are separated with the top copies given to QPS on a daily basis. QPS will fax the forms to Police Link for data entry to allow matching with inquiries. The bottom copies are stapled to the intake forms and placed face down in an in-tray. These will then be collected and scrutinised for legibility and accuracy. The forms should then be filed by surname in binders with alphabetical dividers and stored in a safe and secure location.

Intake forms and copies of Register.Find. Reunite. Registration and Inquiry forms should be kept on-site until the facility is closed. At this time the forms should be delivered to the responsible authority for secure storage.

| Special Needs action required to assist resident during registration. | **YES** → | If the Special Needs relates to Questions 1-5 the TL will identify a member of the Evacuation Centre management team to assist the resident. | **NO** → | Advise Evacuation Centre Manager Request for further assistance or resources. |

NO ↓

| Continue with registration - record and file the information. | ← | **YES** Assistance provided | ← | |

Storing and sharing personal information

Use of any personal information captured at the centre and during the registration process must abide by privacy legislation *(National Privacy Act 1988)*.

Partner agencies and government bodies 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 QPS. The exception is any request for an imminent threat to health and safety. Be careful to log all requests.

From the field! 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.

Note: The overriding rule is to ensure the safety and security of the people within the centre.

De-registration

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.

Note: Red Cross may provide the opportunity for individuals and families to register and enquire online at https://emergency.redcross.org.au during a disaster event.

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

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REGISTRATION FORM

*EMERGENCY CODE	

REGISTRATION DETAILS

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

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

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	

Include 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.

*Permission Choose how much information you wish to share with family, friends and loved ones looking for you.	☐ Share my details Allow people looking for me to know that I have registered, my phone number and my destination address.	☐ Information only Allow people looking for me to know that I have registered.	☐ Do not share details Do not allow people looking for me know I have registered orany other information. (Note: your information may be used if required by police/welfare and emergency services only relevant to the emergency)	*Signature of person registering

Any additional information not covered elsewhere

*Registration Recorded by (print name)		Recorder's Initials
More than one likely destination or companion to be linked? Complete another form.	☐ Yes ☐ No	Distribution to State or National Inquiry Centre? ☐ Fax ☐ Email ☐ Other:
*Computer Entered? (inc. intials) ☐ 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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Example only. This form is also included in the Queensland Evacuation Centre Planning Toolkit.

RESIDENT INTAKE FORM

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 (to link with the Register.Find.Reunite. form)

☐ 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   ☐ Assistance animals/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 disaster event (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-disaster service):

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

Departure address (if different to the Register.Find.Reunite. 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 for filing together with the Register.Find.Reunite. Registration form

Example only. This form is also included in the Queensland Evacuation Centre Planning Toolkit.

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ENQUIRY FORM

*EMERGENCY CODE		*DATE DD/MM/YYYY	/ /	TIME 24 hrs	

Place of enquiry	

PERSON MAKING AN ENQUIRY

Family Name		*Given Names	

Please provide one form of contact information. This will be used if a match is made. For international numbers (mobile or landline), enter in notes area. Include international dialling codes.

Email address		Phone number	(0)	

*Level of concern	Please assess for yourself. Do not ask the question to person making enquiry	☐ Slightly concerned ☐ Concerned ☐ Extremely concerned

DETAILS OF PERSON(S) BEING SOUGHT

FAMILY NAME	*GIVEN NAMES	ALTERNATE NAME (nickname, maiden name, preferred name)	*D.O.B / AGE	*GENDER	*RELATIONSHIP to person making the enquiry

Language spoken (other than English)	

Phone number	(0)		Email address	

Alternate ph#		*Do they have a fixed home address?	☐ Yes ☐ No

Home Address	

*Town / Suburb		*State		Postcode		Country	(if from overseas)

DETAILS OF LAST CONTACT WITH PERSON BEING SOUGHT

Last contact made	DD / MM / YYYY	Expect to have contact again	DD / MM / YYYY

Address	Complete address details **and/or** description of where last contact was made.

Town / Suburb		State		Postcode		Country	(if from overseas)

Description of where last contact made	

LIKELY DESTINATION

☐ At home ☐ Last contact ☐ Somewhere else ☐ Don't know	Phone number	(0)	
	Alternate ph#		

Address		Expected duration of stay at destination address (if known)	Start Date	DD / MM / YYYY
Town / Suburb			End Date	DD / MM / YYYY

State		Postcode	

Country	(if from overseas)

CONSENT: By signing this form 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.

*Signature of person enquiring

Any additional information not covered elsewhere. This could include information about who they might be with (name, phone number)

*Enquiry Recorded by (print name)		Recorder's Initials	

Has an additional form for more linked enquiries or more than one likely destination been completed?	☐ Yes ☐ No	Distribution to State or National Inquiry Centre?	☐ Fax ☐ Email ☐ Other:

*Computer Entered? (inc. initals)	☐ Yes	*Date	/ /	*Time	hrs	*Enquiry #	

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

Enquiry Form 2014 v2.0

Example only. This form is also included in the Queensland Evacuation Centre Planning Toolkit.

NOTES

Resident communication

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Open communication with residents of an evacuation centre is essential. 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.

Communicating information

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.

Modes of communication:

- the resident noticeboard
- daily announcements/resident information session
- the welcome kit
- Meet & Greet table of resources
- daily schedules/newsletters

Possible resident noticeboard content:

- maps and charts
- latest information from the local council and disaster management websites
- news media about the disaster event and any positive articles about the Evacuation Centre
- agencies in the centre and their roles
- recovery services and community service programs available
- menus for the daily meals
- mud-map of the facility, with services marked
- details of where to access Wi-Fi, telephones, newspapers,
- the 'Code of Conduct' 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

> **From the Field!** When a centre is 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 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.

> **Note:** When communicating, only provide confirmed information that is provided by the Local Disaster Coordination Centre.

The most practical time to hold resident meetings tends to be at the start or end 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 disaster event, 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?

> **From the field!** Information sessions are important even if there is no information to report; the fact there is no change in the situation is 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.

RESIDENT INFORMATION SHEET

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AUSTRALIAN RED CROSS

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, and anyone under the influence of drugs or alcohol and posing a threat to others will not be allowed to enter**
- **under legislation, smoking is only allowed in designated smoking areas**
- **you are responsible for your own belongings, keep valuable items with you**
- **parents are responsible for keeping track of and managing 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**
- **keep noise to a minimum between 9.30pm and 7.00am**
- **inappropriate language will not be tolerated**
- **pets are to remain in designated areas only (usually outside) and owners are responsible for provisions**

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.
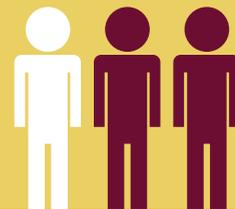
Steps to recovery

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.

Example only. This form is also included in the Queensland Evacuation Centre Planning Toolkit.

Supporting personnel

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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.

Personnel 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 disaster event and wider response operation
- key contact names and numbers
- environmental health or other considerations in the centre

Three ways to share information with personnel

1. Personnel information board
   – located away from general public view
2. Personnel communications folder
   – held by the Administration Officer or registration team
3. Personnel bulletin
   – printed daily

From the Field! Information in a team bulletin has included:

- 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:

1. Act promptly to give feedback and clear, concise instructions for performance/behaviour:
   – provide concrete examples and demonstrations of acceptable performance/behaviour
   – focus on the behaviour rather than the person e.g. 'what was said was very rude', rather than, 'what you said was very rude'.
2. 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
3. Call on additional assistance if required from your organisation or the Local Disaster Coordination Centre.
4. In the worst case, a team member may be asked to stand down from their position by the Centre Manager with another member of the management team in attendance.
5. Any significant decisions that are made regarding staff should be forwarded to the LDCC or agency management.

Briefings

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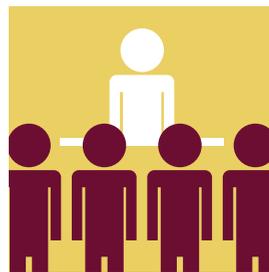
Evacuation Centre Specific Example Briefing Template

Briefings will need to occur:

- 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

Situation

- A description of the current situation
  - what is occurring in the wider disaster 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 additional/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

- 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, etc.
- 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 and 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

Welcome any new personnel! Have they had a tour of the facility? Consider buddying them up with experienced personnel.

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
- Any safety, sanitation or security issues that occurred
- Reminder: all incidents to be reported
- Details of the most recent risk assessment

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 and thank anyone not returning to the centre.

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.

From the field! Where possible, invite personnel from other agency teams to participate in the briefing process.

Agency support 16

With a number of agencies operating in the centre it is 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 Officer on 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

From the Field! Be conscious of 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.

Example of a daily evacuation centre schedule

Time	Activity
0600	Residents begin waking, showering etc.
0645	Phone check-in with Local Disaster Coordination Centre
0700 – 0730	Personnel handover (12hr + 8hr rotations)
0730 – 0830	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 – 1130	Media and VIP briefings
1230 – 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

Media and VIPs 17

Preparing for the arrival of the media or a VIP:

- Notify the Local Disaster 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 VIPs or media are 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 requesting extra QPS or security support

- Ensure personnel are alert to any signs of extra stress the visit might cause

- Review the latest reports for statistics

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

From the field! 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 disaster management arrangement 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 disaster.

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.

Note: 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.

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 disaster management arrangements

• is familiar with the centre's daily routine and operations

• is familiar with agency policies and protocols

Note: 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.

From the Field! For unplanned visits, team members should greet all government officials and media at the door, while another team member informs the Evacuation Centre Media Spokesperson and Evacuation Centre Manager.

Note: 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.

Talking points on evacuation centres

What is an evacuation centre?

- provides basic, essential needs to people affected by a disaster event
- 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:

1. personal medications, prescriptions, glasses and other personal health aids
2. personal identity documents and a small amount of cash
3. toiletries and a towel
4. mobile phone and charger, a torch and batteries
5. light clothing and bedding (sometimes)
6. cash, water bottles and non-perishable food to last for 12 hours (sometimes)
7. baby necessities such as nappies and baby formula
8. 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, www.emergency.qld.gov.au, and 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

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The Evacuation Centre Manager is responsible for managing the flow of information to and from the centre and key groups. This information is normally communicated by phone with some face to face interactions. Where email is available it is predominantly used for the provision of supporting information and the submission of written daily reports. The main information interactions that may occur are detailed below.

Two types of reports:

1. Evacuation centre reports to the Local Disaster Coordination Centre and partner agencies, providing information and statistics on the centre.
2. Sit-reps to your agency on the management of personnel and resources.

Centre reports and sit-reps should be sent at least once a day, but agencies may ask for more frequent reporting. Reports can be faxed or emailed (call to check it has been received) or phoned through and sent on later.

From the field! To save time, the Administration Officer can draft daily reports using management logs and briefing templates. Then the Evacuation 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.

Note: In reports make it clear when the centre reaches 50% capacity and then 85% capacity, so external support can begin making alternative arrangements.

REPORTING TOOL

the power of humanity — AUSTRALIAN RED CROSS

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 Register. Find.Reunite. 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 additional/special needs (discuss with support agencies)

Aged Care Support	Assistance Animals/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:

Example only. This form is also included in the Queensland Evacuation Centre Planning Toolkit.

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 on each 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.

Note: All decisions and actions of the Centre Manager in relation to accidents or incidents should be clearly recorded in their shift log.
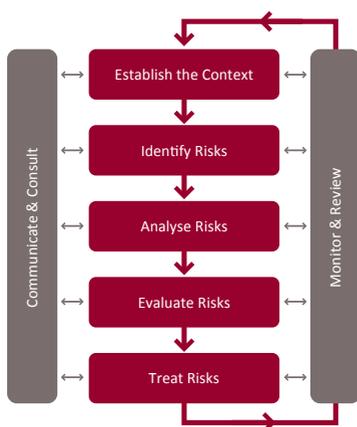
Reference: AS/NZS ISO 31000: 2009

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 look at 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

From the field! 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 some heat 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 Disaster Coordination Centre.
- The first aider will provide immediate first aid assistance and will decide what follow up treatment or support may be required.
- Where no first aider is present all accidents should be referred to the local medical provider.

- In the case of a serious accident or medical condition 000 should be called immediately.
- All accidents and near misses need to be documented in the shift log and an incident report form completed.

From the Field! When there are high winds outside, make sure all the windows and doors are closed and all residents and personnel remain inside.

Security

Appropriate security arrangements should have been put in place by the Local Disaster Coordination Centre. Evacuation centre security is normally tasked out to a contract security company with QPS 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 gives patrons peace of mind

- 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

Note: Small centres in regional locations may not require a full time security presence but for larger centres it is essential.

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 behaviour
- cultural or social intolerance
- substance abuse (resulting in anti social behaviour)
- domestic violence
- self harm
- theft
- vandalism
- workplace health and safety
- allegations of improper conduct

Actions for dealing with incidents

1. When dealing with incidents it is important that personnel do not put themselves in a position of harm.
2. All incidents should be recorded in the shift log and an incident report form completed.
3. Consider duplication of the incident report form as QPS and the Local Disaster Coordination Centre may want a copy depending on the severity of the incident.
4. QPS will respond to incidents under their normal response procedures however during emergencies it is common for QPS to increase patrols in and around centres.
5. Specific safety or security concerns should be communicated to QPS and the Local Disaster Coordination Centre.
6. 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.
7. The Centre Manager is also within their rights to ask a person to leave the centre if they are not willing to align their behaviour 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 Disaster 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.
Additional/ Special Needs	Arrange for additional support and supplies for people with additional/special needs. It may be necessary to organise incontinence products, toileting / showering aids, oxygen and resources for infants.
Pets and Assistance Animals	– Ensure there is a pet care agency on-site (where applicable).
	– Create clear boundaries between pet and people areas.
	– Ensure that pets and assistance animals are not allowed access to food prep, serving or dining areas.
	– Provide waste bags and disposal stations for pets and assistance animals.
	– Communicate pet care guidelines to owners, ensuring awareness that owners are responsible for the care of their own pets.

From the field! Environmental Health Officers (EHOs) will be a valuable resource for ensuring the centre is not just safe but complies with public health regulations.

NOTES

Spontaneous offers of assistance

20
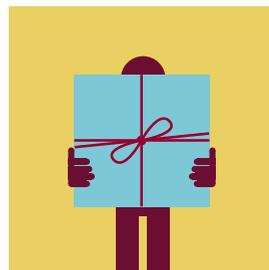
Experience with disaster event recovery has shown that affected communities recover sooner when they can make their own choices about goods needed in day-to-day life. An evacuation centre is set up for people who need support during a disaster event. There are usually not the resources available to deal with donated goods.

All spontaneous offers of assistance should be assessed and, depending on the offer, should be directed to the Local Disaster Coordination Centre.

Note: Further information on offers of assistance is available through the 'Queensland Disaster Management Committee's Policy for Offers of Assistance, Donations, Volunteers and Goods in Disasters'.

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

1. offers of help are appreciated
2. the needs of the community are generally able to be addressed by a range of trained personnel from various agencies
3. those wishing to volunteer should contact their local council or state volunteer 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

Note: Where information is disclosed by individuals and families who require additional services, whether medical or otherwise, this 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 disaster 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 should not be taken at the evacuation centre. It is much more suitable for donations of money and other suitable items to take place at a collection point at an alternative location determined by the local government. Where relevant, any donations should also follow official appeal guidelines.

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

Preparing to close   21

One of the most difficult aspects of managing an evacuation centre tends to be around the return of residents to their homes when a centre closes. This is mainly due to the fact that there is nearly always a small number of residents who are unable to return home and 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 (including internal communication strategies and logistical plans)

2. identify and coordinate closure based on LDMG requirements

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 Disaster 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

Tip! It is often best to begin the final report on the centres operations while it is still fresh in the mind. Consider information on:

A. Activation

B. Deployment

C. Adequacy of the facility

D. Communication

E. Issues with agencies

F. Evacuee issues

G. Recommendations for future activations

From the field! 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.[i]

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 additional/special needs are identified and support is provided
- residents are actively involved in the decision to return home or to alternative temporary accommodation

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NOTES

Role checklists

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 Disaster 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 Disaster 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 Disaster 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 Disaster 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 Disaster 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

			Chapter / Toolkit
☐	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 Disaster 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 Disaster Coordination Centre/agencies.	
☐	– Forward all Register.Find.Reunite. forms to the commissioning agency	
☐ 2.	Assist the Logistics Officer to document and pack up the administration area	

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 a satisfactory manner	

# 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 Disaster 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 Disaster 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	
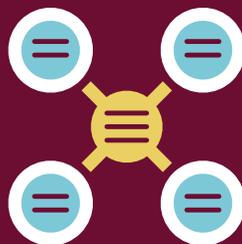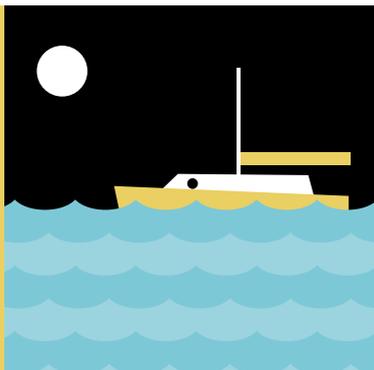
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