



# **State Emergency Management Plan**

## **Major Evacuation Centre Guideline**

**JUNE 2014**

**Title:** Major Evacuation Centre Guideline  
**Purpose:** This document has been prepared as a resource to inform the establishment and operation of Major Evacuation Centres.  
**Prepared by:** SEMC Evacuations Working Group  
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A version of this document for general use and distribution is available on the Ministry for Police & Emergency Services website at [www.mpes.nsw.gov.au](http://www.mpes.nsw.gov.au)

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## Acronyms

ADF	Australian Defence Force
AGD	Attorney General's Department
AIIMS	Australasian Inter Service Incident Management System
ASNSW	Ambulance Service of NSW
CCC	Crisis Coordination Centre (EMA)
DVI	Disaster Victim Identification
DVR	Disaster Victim Registration
EA	Emergency Alert
EM	Emergency Management
EMA	Emergency Management Australia
EMO	Emergency Management Officer
EMR	Emergency Management Region
EMPLAN	State Emergency Management Plan
EOC	Emergency Operations Centre
ESO	Emergency Service Organisation
FA	Functional Area
ICS	Incident Control System
IMT	Incident Management Team
LEMC	Local Emergency Management Committee
LEMO	Local Emergency Management Officer
LEOC	Local Emergency Operations Centre
LEOCON	Local Emergency Operations Controller
LGA	Local Government Area
LO	Liaison Officer
MEC	Major Evacuation Centre
MPES	Ministry for Police & Emergency Services
NDRRA	Natural Disaster Relief and Recovery Arrangements
NSWPF	NSW Police Force
PIIC	Public Information & Inquiry Centre
REMC	Regional Emergency Management Committee
REMO	Regional Emergency Management Officer
REOC	Regional Emergency Operations Centre
REOCON	Regional Emergency Operations Controller
SEMC	State Emergency Management Committee
SEOC	State Emergency Operations Centre
SEOCON	State Emergency Operations Controller
SERCON	State Emergency Recovery Controller
SERM Act	State Emergency & Rescue Management Act 1989
SOP	Standing Operating Procedure

# 1. Introduction

New South Wales has well established and tested emergency management arrangements under the [State Emergency and Rescue Management Act 1989](#) (SERM Act) and its subordinate [State Emergency Management Plan \(EMPLAN\)](#), [sub](#) and [supporting](#) plans.

A key component of these arrangements is planning for evacuation which may be used as a means of mitigating the effects of an emergency on an individual, household, or defined community of interest.

An evacuation centre is defined as *'a centre which provides affected people with basic human needs including accommodation, food and water* (Australian Emergency Management Glossary).

Local and Regional EMPLAN detail facilities which could be utilised as Evacuation Centres during emergencies in their respective areas. However the impact of some emergencies may be of a scale and complexity that exceeds the capability of existing evacuation centre arrangements, placing additional demands on Government services beyond those that have been experienced to date.

Such situations may require the establishment of a Major Evacuation Centre (MEC) under the control of the State Emergency Operations Controller (SEOCN). The need for such centres will be determined in consultation with members of the State Emergency Management Committee (SEMC) according to the expected number of people and companion animals presenting at the centre, size of the facility and the length of time it will need to operate.

The decision to evacuate a community, including the establishment of a MEC, is not taken lightly as it represents significant resource and financial implications for both Government and non-government agencies.

## 1.1 Aim

To inform and enhance existing emergency management arrangements for the establishment and operations of MECs.

## 1.2 Scope

The New South Wales Government is committed to ensuring the community is well prepared and that emergency services and government agencies are able to deliver effective emergency management support, for events whether within State borders or elsewhere.

[NSW 2021 plan](#) sets the Government's agenda for change in New South Wales. Of note, Goal 28 is to ensure NSW is ready to deal with major emergencies and natural disasters.

This guideline is prepared under the auspices of the EMPLAN and Evacuation Management Guideline, to compliment relevant sub and supporting plans.

It takes an all-hazards approach and outlines the key requirements and principles, authorities, responsibilities and mechanisms for the conduct of evacuations where formal emergency management arrangements are required.

### 1.3 References & Acknowledgments

This document should be utilised in conjunction with the following:

- *Relevant New South Wales legislation and policies;*
- [State Emergency & Rescue Management Act 1989](#);
- [State Emergency Management Plan](#) and other [Sub](#) & [Supporting](#) Plans; and
- *State Evacuation Management Guidelines.*

The following documents were utilised in the drafting of this guideline:

- *Northern Territory Evacuation Centre Guide*
- [Emergency Management Australia Evacuation Planning \(Handbook 4\)](#);
- *Queensland Evacuation Guidelines for Disaster Management Groups;*
- *Victorian Emergency Management Plan – Evacuation Guidelines (Appendix 9);*
- *Victorian Department of Health & Human Services – Vulnerable People in Emergencies Policy; and*
- *Australian Red Cross Evacuation Centre Field Guide.*

## 2. Administration & Governance

### 2.1 Operational Expenditure

The NSW Treasury [“Guidelines for Reimbursing Agency Expenditure Related to Disaster Emergency and Recovery Operations”](#) outlines the requirements for recovering and reporting certain expenditure incurred during emergency response and recovery operations. Agencies are advised to consult with NSW Treasury for additional advice.

Expenditure of funds by Emergency Service Organisations (ESO) or Functional Areas involved in evacuation operations during an emergency response and/or recovery operations is to be met in the first instance by the providers of resources from within their normal operating budgets.

Should expenditure be of such a magnitude as to prevent the providing department/agency/functional area from continuing their normal operations for the remainder of the financial year, NSW Treasury may provide supplementation, however Departments cannot be guaranteed that funding will be provided.

Urgent expenditure outside the scope of Emergency Service Organisations or Functional Areas may be directed to the State Emergency Operations Controller (SEOCN) in consultation with NSW Treasury.

## 2.2 Training and Exercising

The capability of agencies to efficiently conduct evacuation operations depends upon the maintenance of a sufficient quantity of appropriately trained personnel and the regular testing of facilities, systems and personnel through the conduct of exercises.

Agencies that are responsible and/or assist in such operations are to ensure personnel who may be involved undertake appropriate training that relates to evacuation management.

Ministry for Police & Emergency Services (MPES) and Emergency Management Australia (EMA) provide a range of courses that address the skills relating to evacuation management.

Major Evacuation Centre exercises should be facilitated by the SEMC on a bi-annual basis to test governance and supporting arrangements.

## 2.3 Review

This guideline is to be reviewed by the Evacuations Working Group through consultation with stakeholders affected by this document:

- No less than every three years;
- Following an emergency resulting in significant evacuations;
- Following any amendments made to the SERM Act or EMPLAN; and/or
- As directed by the State Emergency Management Committee (SEMC).

# 3. Concepts, Definition and Principles

## 3.1 Concepts

During certain emergencies, the decision may be made to evacuate sections of major inhabited areas. Evacuation is a risk management strategy and is a complex process requiring considerable multi-agency planning.

Evacuees may require temporary emergency accommodation prior to either returning to their residences or to longer-term temporary accommodation arrangements.

## 3.2 Definition

MECs are defined in New South Wales as *“large scale evacuation centres that require multi agency co-ordination and response to deliver basic services to individuals and their companion animals affected by an emergency.*

*MECs are established to provide emergency accommodation when the scale and duration of the emergency are beyond the capability and capacity of the established local/regional emergency management arrangements for evacuation centres.”*

## 3.3 Principles

The following principles are applied when considering the establishment of a MEC:

1. Preservation of life will always be the primary consideration;



2. A MEC may be required when a decision has been made to evacuate significant numbers of people, their companion animals (eg. dogs, cats, aviary birds) from an area at risk;
3. Evacuation of significant numbers of people is determined only once a balanced assessment has been made by the Combat Agency and SEOCAN, in consultation with the Welfare, Animal & Agriculture, Health, Transport Services Functional Areas and State Emergency Recovery Controller (SERCON) as to whether the benefit of moving the population affords better protection compared to having the population remain in situ;
4. The overall responsibility for MECs resides within the SEOCAN. Following a decision to evacuate, MECs will be established when local/regional resources are not sufficient to provide and/or manage the emergency accommodation requirements due to the scale and duration of the emergency; and
5. MECs will be established with the view of accommodating a large number of individuals and their companion animals to provide basic needs including shelter, food, water, sanitation and information.

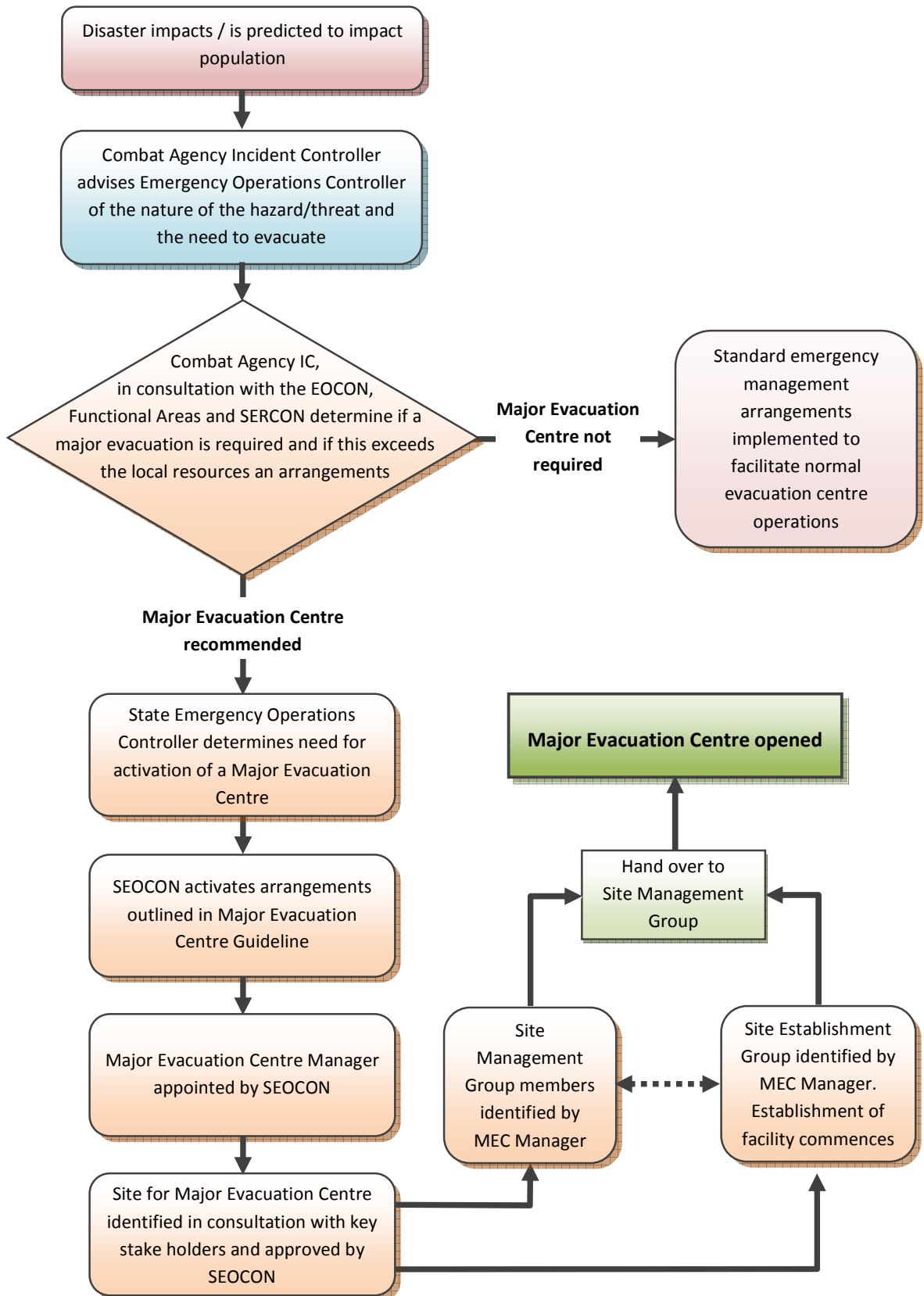
## 4. Triggers

Activation of a MEC may be required in any of the following circumstances:

- Evacuation arrangements are beyond the capability and capacity of existing Local/Regional arrangements;
- Emergency evacuation is anticipated to be for a protracted period of time requiring accommodation beyond immediate shelter needs;
- Efficiency may be achieved through the operation of a (or more) MEC as opposed to multiple smaller centres.

The activation process is described and demonstrated in a diagram in the next section.

## 5. Activation Process



## 6. Establishment Phase

### 6.1 Site Selection & Identification

The establishment phase must be undertaken with key considerations of activities and actions based on whether the MEC will be established within an existing, temporary or combined facility. These are defined as follows:

- An *existing facility* with key operational infrastructure may be utilised to accommodate and provide services to evacuated communities with little supplementation. This option is preferred;
- A *temporary facility* requires the complete assembly of shelter and infrastructure to support accommodation and services to evacuated communities; and
- A *combined facility* is an amalgamation of both existing and temporary facilities at the one location. This option may be appropriate where additional capacity may be required.

Examples include:

Existing Facilities	Temporary Facilities
Commercial accommodation (eg. motels)	Temporary Habitat/Tents
Premises managed by Department of Family & Community Services (Housing NSW)	Demountable buildings/units
Sport & Recreation facilities	Caravans/Mobile Homes
Boarding Schools	
Universities	

Refer to *Section 12 – Identification and Annexure – Evacuation Centre Audit & Summary within the State Evacuation Management Guideline*.

It is imperative that a risk assessment be undertaken by the MEC Manager as part of this process to ensure the site is not going to be impacted by a secondary hazard (eg. located on a flood plain).

Depending on the nature of the facility, the SEOCON and/or MEC Manager is responsible for contacting the facility/land owner to confirm availability and obtain authority for use.

Consideration should be given to using State owned assets (eg. Sport & Recreation facilities) as opposed to commercial premises (eg. motels). Whilst the use of schools may be appropriate, this must be carefully considered against the potential impact on the community, particularly during protracted emergencies.

Where possible, the identification of sites, authority to use and supporting arrangements should be agreed to as part of hazard specific planning processes.

It is recommended electricity, telecommunications, water and sewerage should be connected and operating at such sites. Where such utilities are unavailable, temporary infrastructure may be sourced or an alternate location identified.

The effect upon the host community and potential for social issues must also be considered when identifying a suitable site.

## 6.2 Site Establishment Group

The establishment of a MEC needs to be undertaken by a dedicated Site Establishment Group (SEG) in consultation with the MEC Manager, facility/land owner and relevant Local, Regional and State authorities.

The SEG is formed at a State level under the direction of the MEC Manager and works closely with personnel within the Site Management Group (SMG) once established. SEG personnel may be drawn from various emergency service organisations and functional areas.

Refer to *Annexure E – Agency Roles & Responsibilities relating to Evacuations* within the State Evacuation Management Guideline.

The MEC Manager must ensure an Establishment Plan is developed that utilises project management and administration strategies to effect and communicate the process that will be taken to establish the facility to functioning order.

## 6.3 Development of Establishment Plan strategies

This section should be read in conjunction with *Section 15 - Physical Requirements* and *Section 16 - Site Layout* of this document.

A documented plan should be developed in regard to the establishment or enhancement of infrastructure, equipment and/or personnel related to the effective operation of the MEC.

Establishment Plan strategies should include identification of:

- Authority which oversees and manages the establishment phase;
- An appropriate site, including an appropriate assessment for the potential hazard impact;
- The capacity and forecast period of operation of the facility;
- Personnel or agencies that will facilitate the establishment activities;
- Facility/land owner and their level of participation during establishment phase;
- Appropriate facility/premises for the purposes of Site Control;
- Conclusive analysis of the demographics and support needs of the evacuated community, including the identification of the resources and facilities that will be required within the centre;
- Contribution of functional areas and supporting agency personnel;

- Timeframe of the establishment phase, including allocation of taskings to agencies/organisations;
- Adherence to asset and record management processes;
- Coordination arrangements for movement and initial accommodation of facility personnel/staff to MEC site;
- Placement and tracking processes of any surplus existing infrastructure/equipment that are placed in storage;
- Initial cleaning and/or preparation of site for infrastructure/equipment placement; and
- Detail regarding the handover arrangements to the MEC Manager at the completion of the Establishment phase.

## **6.4 Site Inspection & Hand Over**

The SEG and MEC Manager must work closely with the facility owner to manage the hand over process so that all parties are satisfied with the outcomes.

A walk through the site with facility/land owner representation and the MEC Manager will be conducted as part of the hand-over process which includes formal fire and public health audits.

Infrastructure and other services should be tested to ensure it is serviceable prior to the arrival of evacuees on site.

While every effort must be made to return the site in an appropriate condition, care must be taken to avoid being accountable for pre-existing damage. It is recommended that pre-existing damage and the general condition of the site be recorded prior to receiving evacuees. Any surplus equipment or furniture owned by the facility/land owner should be removed.

Consideration should also be given to having the site cleaned prior to opening, with particular emphasis on toilets, showers and food preparation areas.

## **6.5 Site Safety Briefing**

A Site Safety Briefing must be undertaken by the Safety Officer with all on-site staff prior to the arrival of any evacuee. Such briefings should address the following issues as a minimum and any other pertinent information:

- Site familiarisation;
- Personal/evacuee and general safety;
- Reporting of any safety issues;
- Evacuation procedures and Assembly Area(s);
- Medical centre location and Ambulance reception area;
- Vehicle movement areas;
- Media/Public Information strategy; and
- Personal Hygiene and public health considerations.

New facility staff should be provided with a similar briefing by their respective supervisor/function leader.

## 7. Control Framework

A Site Management Group (SMG) will be established by the MEC Manager and may consist of relevant functional areas and key stakeholders. This group will be led by an appropriate officer from any agency appointed by the SEOCON. The MEC Manager will be supported utilising the Australasian Inter-Service Incident Management System (AIIMS)/Incident Control System (ICS) framework. The appointments within the management structure are outlined in the diagram over page.

An organisational chart must be displayed in the Site Control at all times, clearly identifying personnel performing the allocated function (including their contact details). This document must be updated regularly and disseminated to stakeholders as appropriate.

Functions and roles performed by emergency service organisations and functional areas within the context of a MEC are to be consistent with arrangements under EMPLAN, relevant Functional Area Supporting Plans and the Evacuation Management Guideline.

Daily Site Management meetings must occur and electronic/hard copy distribution of the minutes should be provided to all relevant stakeholders, whether they are providing assistance remotely or on site. In addition to the minutes, regular situation reports should also be issued to the following recipients as a minimum:

- Site Management Group;
- State Emergency Operations Controller;
- State Emergency Operations Centre;
- Affected Local/Regional Emergency Operations Controllers;
- Active Emergency Operations Centre(s) that are supporting such facilities; and
- Local Government.

## 8. Site Management Group

The SMG is formed at a State level under the direction of the MEC Manager to co-ordinate activities and the delivery of services at the MEC. The roles and responsibilities of the SMG are outlined in Section 9 of this document.

To achieve this, the SMG is responsible for drafting Operational Strategies & Support detailed in Section 11 of this document.

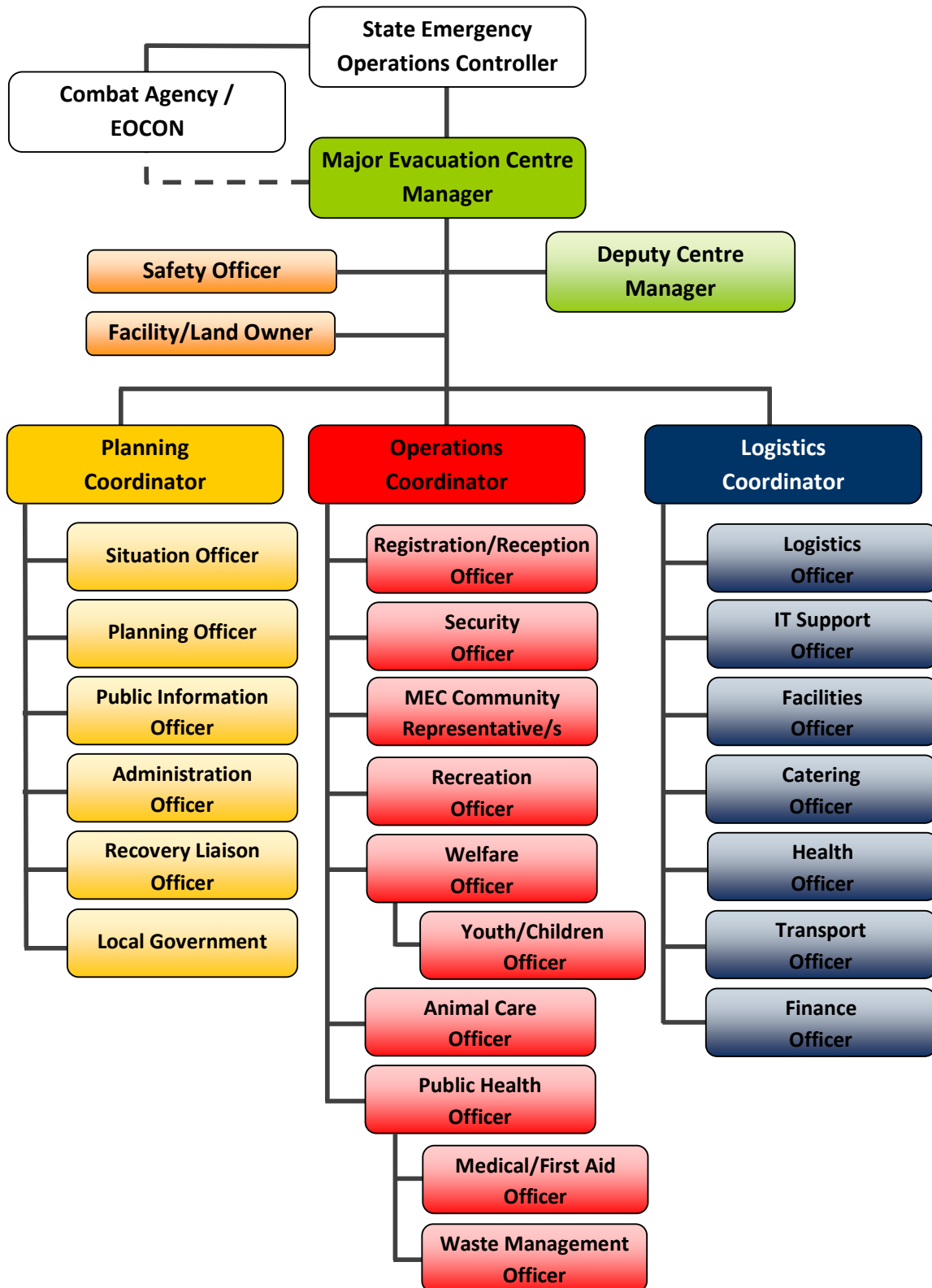
SMG personnel may be drawn from various emergency service organisations and functional areas.

Refer to *Annexure E – Agency Roles & Responsibilities relating to Evacuations* within the State Evacuation Management Guideline.

All staff, including volunteers and private contractors such as security and tradesman, must wear some form of identification while at the MEC. The nature of the identification will vary, but may include the use of tabards, agency shirts or identification badges, or a combination of these. It is important for staff to be clearly identifiable to each other and to the evacuees.

To ensure the needs of the affected residents are addressed, it is recommended that a 'Community Representative' be identified and actively participate as a member of the SMG.

# Diagram - Site Management Group (SMG)





## 9. SMG Roles & Responsibilities

Role/Responsibility	General Description
<b>MEC Manager</b>	<p>The MEC Manager is appointed by the SEOCON and will possess necessary skills and experience to manage a MEC. The MEC Manager is responsible for the activation of the centre and coordination of all services being delivered at the centre through the Site Management Group. The MEC Manager will be supported utilising the AIIMS/ICS framework.</p> <p>The MEC Manager is the point of contact for the SEOCON and all other agencies/functional areas involved in the operation of the MEC. The MEC Manager is responsible for the endorsement of all expenditure that is not within the purview an individual agency delegation.</p> <p>The MEC Manager may appoint a Deputy MEC Manager(s) to assist with the functions and responsibilities of the MEC Manager to ensure representation at all times whilst the centre is operating. The Facility/Land Owner and Safety Officer also report to the MEC Manager.</p>
<b>Operations Team</b>	<p>The Operations Co-ordinator is responsible for carrying out the directions of the MEC Manager in relation to co-ordinating activities within the centre to ensure effective and efficient delivery of support and services. This team may consist of Registration/Reception, Security, First Aid, Public Health, Waste Management, Animal Care, Welfare, Recreation Officer, Youth/Children Officers and MEC Community representative(s).</p>
<b>Planning Team</b>	<p>The Planning Co-ordinator is responsible for carrying out the directions of the MEC Manager in relation to planning for and implementation of centre management objectives and strategies outlined in Section 11 of this document, in addition to demobilisation. This team must work closely with both the Operations and Logistics Team to ensure a co-ordinated approach. This team may consist of Situation, Public Information and Administration officers. This team is also responsible for liaison with Local Government and Recovery Services.</p>
<b>Logistics Team</b>	<p>The Logistics Co-ordinator is responsible for carrying out the directions of the MEC Manager in relation to obtaining and maintaining resources, equipment and infrastructure at the centre. This team may consist of Catering, Facilities, Logistics, IT Support, Health, Transport and Finance Officers.</p>

## 10. Rostering & Staffing Matrix

### 10.1 Rosters

Two roster systems may be considered for use during the operation of a MEC:

Roster 1 – 8.5 hour shifts	Roster 2 – 12.5 hour shifts
3 shifts:- Day Shift 7.00am to 3.30pm Afternoon Shift 3.00pm to 11.30pm Night Shift 11.00pm to 7.30am	2 shifts:- Day Shift 7.00am to 7.30pm Night Shift 7.00pm to 7.30am

Roster 1 is less demanding for personnel and allows for a minimal team during the night shift, but requires more staff to fill.

Roster 2 requires less staff but is more demanding on personnel.

It imperative that appropriate staff (both function based and quantity) are rostered at all times whilst evacuees are in attendance at the MEC.

### 10.2 Staff Matrix

A Staffing Matrix has been designed for use in conjunction with this policy and to clarify staffing considerations and requirements. The matrix recognises that the SMG and on site supporting services must be enhanced according to the population base expected to be located at the MEC.

The matrix recognises that human resources are not necessarily required for each function and may be consolidated or assigned through function and service sharing within the span of control considerations.

The matrix does not include consideration for specific medical or personal assistance needs which are designed to be managed outside of the MEC.

The matrix is designed for staffing determination of ongoing operation and management of the MEC and does not include considerations related to:

- Staffing levels for the establishment phase;
- Some resources and service providers may be shared across multiple MECs; and
- The need to continually monitor and assess needs against temporary fluctuations in MEC population.

The staffing matrix below is recommended and has been based on 500 evacuees. Staff may be supplemented with additional personnel such as agency staff, contractors or volunteers to assist in the provision of related services

Role	Roster 1			Roster 2	
	Day	Afternoon	Night	Day	Night
MEC Manager	1	0	0	1	0
MEC Deputy Manager	0	1	1	0	1
Operations Co-ordinator	1	1	0	1	0
Planning Co-ordinator	1	1	0	1	0
Logistics Co-ordinator	1	1	0	1	0
Registration/Reception Officer	2	1	1	2	2
Administration Officer	2	2	0	2	0
Situation Officer	1	0	0	1	0
Planning Officer	1	0	0	1	0
Safety Officer	1	1	0	1	0
Security Officer	2	2	2	2	2
Health Services Officer	2	2	2	2	2
Public Health Officer	1	0	0	1	0
Transport Officer	1	1	0	2	0
Animal Care Officer	2	1	0	3	0
Welfare Officer	2	2	0	2	0
Catering Officer	2	2	0	3	0
Facilities Officer	2	1	0	2	0
Logistics Officer	1	1	0	1	0
IT Support Officer	1	1	0	1	0
Public Information Officer	1	1	0	1	0
Recreation Officer	2	1	0	2	1
Youth/Children Officer	1	1	0	2	0
<b>TOTAL PER SHIFT</b>	<b>31</b>	<b>24</b>	<b>6</b>	<b>34</b>	<b>8</b>

## 11. Considerations, Operational Strategies & Support

**11.1 Considerations** for the SMG when operating a MEC are summarised in Section 17 of this document.

**11.2 Reception & Registration Strategy** outlines how evacuees will be accounted for and assessed in regards to support required. This strategy should be drafted with reference to *Section 11.8 Disaster Victim Registration* contained within the State Evacuation Management Guideline and address:

- Process for identifying evacuees (eg. lanyard or swipe card);
- Process recording the evacuee personal details;
- Sharing of personal information with welfare services to ensure an integrated process;
- Identification of individuals with special needs;

- Representation required from personal support services required on site; and
- Provision of a 'welcome pack' and induction process for evacuees presenting at the MEC.

**11.3 Communications Strategy** outlines how communications will occur between the MEC Site Management Group, evacuees and other stakeholders. This strategy should address:

- Information dissemination within the centre, external to the centre and the types of mediums to be used (eg. daily newsletter, social media, briefings);
- Reporting and briefing to the relevant EOC(s) and SEOCN;
- Daily Site Management Group meeting schedule;
- Documentation of minutes and reports, including the recipients and method of dissemination;
- Core messages to evacuees regarding hazard information, assistance and day to day issues within the centre, including the method of dissemination;
- Communications between Site Management Group and facility staff; and
- Evaluation method identifying how issues from evacuees will be obtained, analysed and feedback provided back to evacuees.

**11.4 Recreation & Education Strategy** outlines the management of services that will be provided to ensure evacuees are adequately occupied. This strategy should address:

- Engagement process with the Education (Government & non Government) providers for provision of educational requirements and/or use of educational facilities;
- Identification of point of co-ordination for provision of recreation services (eg. Sport & Recreation, specialist recreation provider, Local Government);
- Schedules that ensure recreational activities do not conflict with other key times (eg. meal times, schooling, evacuee briefing sessions);
- Ensure information pertaining to recreation/leisure activities is readily available to all evacuees, both on and off site; and
- Evaluation method.

**11.5 Traffic & Transport Strategy** should address:

- Arrangements for the movement of evacuees to and from off site accommodation and activities;
- Development of a Traffic Management Plan;
- Arrangements for base/standard route and personal arrangements;
- Arrangements for transportation to off site activities; and
- Hours of operation.

**11.6 Public Health Strategy** will be tailored to the needs of the evacuation centre under the guidance of the State Health Services Functional Co-ordinator and should be developed with reference to and address issues outlined in the [NSW Health Major Evacuation Centre: Public Health Considerations](#) document.

### **11.7 Other Supporting Services**

The arrangements for provision of core support services (such as welfare support, catering and animal care) are defined in various Functional Area Supporting Plans.

## **12. Centre Closure**

### **12.1 Authority to Close**

The SEOCN, in consultation with the Combat Agency, MEC Manager and SERCON, has the authority to close the centre. The decision to close must be reached with and communicated to all stakeholders, including the hosting and evacuated community, and be conveyed in reasonable timeframes.

Refer to *Section 13.2 Decision and Considerations* of the Evacuation Management Guideline.

### **12.2 Closure planning**

Planning for the closure and demobilisation of the MEC should occur as soon as the establishment phase is completed.

The closure and demobilisation of the site can be complex that may be caused by a number of scenarios including but not limited to those below. Planning around each of these scenarios should be developed by the SMG Planning Team.

- The Combat Agency approves the return of evacuees to their homes;
- Other accommodation becomes available for evacuees;
- There are insufficient numbers of evacuees at the MEC to warrant it remaining open; and
- The facility becomes unsuitable.

### **12.3 Notification of Closure**

The closure of the MEC is undertaken by formal notification to all stakeholders that a decision to close the centre has been authorised and that the closure will commence at a definitive time and date.

Other information that may be provided to evacuees at this time includes:

- The condition of their community, homes, schools and other infrastructure;
- Progress of the recovery effort;
- Details of the return process; and
- Details of support services available.

## 12.4 Ongoing support to evacuees

Evacuees should be encouraged and assisted to return to their homes and community as soon as possible. In some cases, this may mean moving into temporary accommodation or a short term reliance on receiving support.

The responsibility for the provision of on-going support should be transitioned over to the formal recovery arrangements once established.

## 13. Demobilisation & Restoration Phase

### 13.1 Demobilisation planning and implementation

Demobilisation and restoration planning and implementation needs to be undertaken in a similar fashion and process to that of site establishment.

The SEG may be re-engaged to act as the Site Demobilisation Group (DMG) to oversee the planning for and demobilisation process. It is imperative that:

- All equipment and infrastructure brought in is removed;
- All signage, posters and barriers are removed;
- The site property and infrastructure temporary relocated is returned to its original location at the site;
- Areas used as part of the MEC are thoroughly cleaned;
- Arrangements are made to repair or otherwise make good any damage or loss during the use of the site; and
- If evacuees have been accommodated in tents, the grass/surface will have been damaged and may need repair. Damage to a sports oval or grassed area can have an impact on the ability to resume normal operations at the site and should be repaired as soon as possible.

### 13.2 Facility Hand Back

The SDG and MEC Manager must work closely with the facility/land owner to manage the hand back process so that all parties are satisfied with the outcomes.

A walk through the site with facility owner representation and the MEC Manager will be conducted in a similar fashion to the process employed during the establishment to operation phase. The records made during the initial walk through should be referenced.

While every effort must be made to return the site in an appropriate condition, care must be taken to avoid being accountable for pre-existing damage.

The guiding principle for demobilisation and restoration is to leave the site in as good a condition, if not better, than when the MEC was opened.

## 14. Commonwealth & Interstate Support

Access to Commonwealth support, including Australian Defence Force and Consulate assistance, is arranged by the SEOC through the Attorney General Department Crisis Co-ordination Centre (AGD CCC) located in Canberra. The SEOC is the authorised officer for seeking Commonwealth assistance on behalf of NSW through the AGD CCC.

Liaison Officers from Emergency Management Australia (EMA), Australian Defence Force (ADF) or other Commonwealth agencies may deploy to the SEOC or equivalent, and the Regional and/or Local Emergency Operations Centres. Their location will be determined by the likely location of Commonwealth and/or Defence support.

For Defence purposes, the Operations Room at Joint Operations Support Staff NSW (JOSS-NSW) may be activated for emergencies at Regional level or above. After approval for emergency Defence support has been given, Headquarters Joint Operations Command (HQJOC) will task Defence Component Headquarters to provide appropriate resources, and ADF Liaison Officer will be co-ordinated by JOSS-NSW.

Commonwealth and/or Interstate support outside normal agency to agency arrangements will be facilitated by the SEOC.

## 15. Physical Requirements

This section should be read in conjunction with *Section 12 – Shelter* and *Annexure – Evacuation Centre Audit & Summary* detailed in the State Evacuation Management Guideline.

<p><b>Site Selection &amp; Location</b></p>	<p>The selection of a site at which to establish a MEC will ultimately be the responsibility of the SEOCON in consultation with the Combat Agency Incident Controller.</p> <p>Where possible, evacuees and their companion animals should be accommodated near to their place of residence and away from any immediate danger. Consideration must be given to conducting an appropriate assessment for the potential of current and future hazard impact.</p> <p>It is preferable for sites should have access to working services such as electricity, telecommunications, sewerage and water rather than establishing temporary infrastructure.</p> <p>Any building should be structurally sound and have sufficient fire alarms/systems and emergency exits in accordance with building codes. Sufficient parking should be available for affected individuals.</p>
<p><b>Safety, Security &amp; Privacy</b></p>	<p>Where possible, related families should be accommodated together and provided levels of privacy where appropriate. Well planned access routes should be highlighted throughout the facility and adequate lighting should exist throughout the entire complex. Materials to screen personal and household space can aid the provision of adequate privacy and safety.</p> <p>Emergency escape routes through the shelter should be highlighted, identified with signage and communicated through the use of information.</p> <p>Animals should be accommodated as nearby as possible, with adequate safety and security.</p>
<p><b>Air Circulation &amp; Temperature</b></p>	<p>There should be a supply of 20-30m<sup>3</sup> of fresh air per person per hour.</p> <p>Appropriate temperature control should be available and the ambient temperature of the building ideally set at 15-19oC. High temperatures may lead to heat stress.</p> <p>Where the above cannot be provided throughout the whole facility, an area should be established where temperature can be controlled to a level of comfort to allow respite from cold or heat for identified persons with health needs.</p>



<b>Water Requirements</b>	<p>In an absolute emergency, 7L per person of water per day should be provided. Ideally at least 15L per person per day should be supplied for drinking and personal hygiene requirements. People should have to queue for no more than 15 minutes to access water and it should take no more than three minutes to fill a 20L container. Hot water should be made available for personal hygiene purposes.</p> <p>Excessive queuing time suggests that there is inadequate water availability. Consider the number of people per tap and the water flow – a rough guide is 250 people per tap when the water flow is 7.5L/min. Steps should be taken to minimise post-water delivery contamination (eg. containers dedicated to water collection should be provided for family groups).</p>
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## 16. Site Layout

This section should be read in conjunction with *Section 12 – Shelter and Annexure – Evacuation Centre Audit & Summary* detailed in the State Evacuation Management Guideline.

<b>Ablutions</b>	<p>A ratio of one shower per 50 people is suggested if the weather is temperate and one shower per 30 people in hot weather. Each individual should have access to 250g of soap.</p> <p>There should be a maximum of 20 people for each available toilet – in the initial phases of the emergency a figure of 50 people per toilet may be used until additional facilities are available. Use of toilets could be arranged by households and/or segregated by sex. The allocation of toilets may depend on the demographics of the evacuees (eg. predominantly male versus predominantly female).</p> <p>There should be one wash basin per 10 people. Soap, water and hand towels should be available in the toilets for hand washing. Disabled access should also be considered and provided.</p> <p>Refuse bins should be located in the toilet block including sharps disposal containers for the disposal of medical needles and syringes that comply with local and national standards.</p> <p>Facilities for changing infants and for the safe disposal of children’s excreta should be established, including hand-washing facilities next to the changing station(s).</p> <p>Location of ablutions should take in to account ensuring adequate measures are taken to enhance safety of persons using ablutions i.e. adequate lighting, use during evening hours.</p>
<b>Administration &amp; Staff Area</b>	<p>An administration area is required that will process all administrative responsibilities related to the facility. Ideally this will be contained within the facility.</p> <p>The area will require a functioning communications system, connectivity, desks chairs, photocopier, printer and other normal administration equipment. Secure storage for staff personal and work items should be provided.</p> <p>Staff are to be sourced from participating agencies or private employment companies as appropriate. Administration staff should wear some form of visible identification.</p>

<b>Animal Holding Area</b>	<p>The area should have appropriate facilities to hold/contain animals and have appropriate security arrangements in place. For hygiene purposes, the area should be located away from any catering or sleeping areas provided for evacuees.</p> <p>This area should be contained and provided with similar mechanisms to maintain control and comfortable temperatures for animals.</p> <p>Where possible, there should be ample space allowing for animals to be registered and exercised.</p>
<b>Catering &amp; Food Preparation Area</b>	<p>Where possible, existing kitchen infrastructure should be used on site or in close proximity to the MEC. These areas should be well clear of toilet/showers, sleeping and animal holding areas.</p>
<b>Disinfecting Area</b>	<p>Often evacuees may come from an area that has been contaminated (eg: by sewerage) or is muddy or dusty. In order to maintain the cleanliness of the facility and reduce the chance of introducing a disease, an area should be put aside where mud is cleaned from clothes, at the entrance to the facility.</p>
<b>Isolation Area</b>	<p>In accordance with Public Health Guidelines, an isolation area should be established to minimise the spread of illness amongst evacuees accommodated at the MEC. This area should be secured and where possible, allow for self contained facilities.</p>
<b>Laundry Area</b>	<p>Laundry services for large volume items (eg. bedding, towels) should be processed off-site as far as possible, or undertaken in an area separate to personal hygiene facilities.</p> <p>Laundry facilities should be provided on site for personal clothing, preferably one wash stand per 50 people.</p> <p>200g of laundry soap should be made available for each individual where laundry facilities are provided on site.</p>
<b>Meal Area</b>	<p>Food should not be eaten in the sleeping area and storage of food products in the sleeping area discouraged.</p> <p>The meal area should facilitate a seated eating arrangement that can accommodate at least a third of those accommodated at the facility at any one time.</p> <p>Meals should be provided on a continual basis in order to accommodate space constraints and varying arrival times of evacuees.</p>

<p><b>Medical Area</b></p>	<p>An area should be identified that is secure and private to address medical needs of the evacuees. The location should afford easy access for ambulance and other secondary care transportation requirements.</p> <p>The establishment of First Aid stations should be considered for minor injuries that can be addressed without more structured medical care. Where the MEC is spatially large or complex in layout multiple First Aid stations should be established.</p>
<p><b>Parking &amp; Pick Up Area</b></p>	<p>Centres must be able to be accessed by buses and other heavy vehicles. Ideally, the centres should have hardstand areas for the passenger loading and unloading of buses and the delivery of essential goods.</p> <p>Dedicated emergency service and centre staff parking should be identified, in addition to sufficient parking space for evacuees and visitors. It is recommended parking is within an area afforded security coverage.</p>
<p><b>Property Storage</b></p>	<p>Evacuees may arrive with personal documents, identification or valuable items. The facility should allocate a secure area where evacuees can have these registered and retained securely until they are returned or moved to more permanent accommodation.</p>
<p><b>Registration &amp; Triage Area</b></p>	<p>An area will be allocated for the registration of evacuees and companion animals. This area is required to be separated and secured from the main sheltering and activity areas of those already registered.</p> <p>Registration is to occur prior to any evacuee entering the MEC. All information must be securely stored until transferred to the administration area.</p>
<p><b>Sleeping Area</b></p>	<p>People should be allocated 3.5m<sup>2</sup> of floor area or 10m<sup>3</sup> of air space and beds/cots should be separated by at least 0.75m. Bedding should provide some protection from hard floors and where possible be off the ground.</p> <p>Where alternate arrangements cannot be made, families with young children or those with special needs require separation (where possible) within sleeping areas from other evacuees for safety and privacy reasons.</p> <p>Partitioning can be utilised for this purpose and should afford privacy between individuals and/or groups.</p>

<p><b>Recreation Area(s)</b></p>	<p>A safe, secure recreation area should be put aside for children and adults. Children and adults will need an area for physical activity such as sport and games.</p> <p>Children and adults also require indoor areas for more passive activities. Security considerations are required for areas where children are gathered.</p>
<p><b>Special Purpose Area(s)</b></p>	<p>The demographics of the population will identify special purpose areas that may be required. This includes areas where religious obligations can be undertaken, ethnic considerations addressed and other diversity of needs for the facility's community.</p>
<p><b>Waste Management</b></p>	<p>Waste Management is the function of Local Government that includes collection and disposal services for the entire waste stream, public place cleaning services and litter removal. Council staff and/or private contractors provide these services. Private contractors also provide commercial waste services, including sullage removal from triple interceptor traps. These traps are located near large kitchens.</p> <p>The MEC Manager should seek the advice of the Waste Manager or Coordinator of the local government in which the evacuation centre is located on the mix of waste and recycling services provided in that area, the days of collection and the availability of bulk bins. Waste generation rates per person, bin sizing and collection frequency are the determinants of bin provisioning and bin collection locations.</p> <p>If the MEC is part of an established complex, the centre or facility manager may already have event-specific waste management contracts in place. In this case, the MEC Manager should seek the advice of the centre or facility manager on the optimum collection arrangements for wet garbage and other waste stream items.</p> <p>If centralised catering services are provided, then wheeled plastic 660L, 1100L and 1500L bulk bins are a preferable option for wet garbage and these should be located in proximity to kitchens, with ease of access for collection vehicles.</p> <p>If evacuees are cooking for themselves in family lots, then 140L and 240L wheeled bins dispersed at convenient locations are a suitable option, with a centralised collection area, again with ease of access for waste collection vehicles. Where recycling services are locally provided, easily identifiable recycling bins should also be provided, with signage as to what items are recycled.</p>

	<p>Bins provided for food waste, nappy waste, litter collection and animal excreta should have close-fitting lids to reduce fly strike and odours. Collection cycles should be negotiated with local authorities or facility managers or waste contractors.</p>
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## 17. Considerations

<b>Alcohol &amp; Illegal Drugs</b>	The use/consumption of alcohol and illegal drugs is strictly prohibited within a MEC. This should be clearly communicated to evacuees during the induction process. Intoxicated persons are to be removed from the MEC or refused entry.
<b>Behaviour Management</b>	On arrival at the MEC, evacuees (as part of the induction process) are to be informed of acceptable behaviour whilst in residence and points of contact/process regarding dispute resolution.
<b>Catering</b>	It should be recognised that evacuees may have varied dietary requirements and food allergies. These should be identified and recorded during the registration process.
<b>Cultural &amp; Religious Needs</b>	It important to have an understanding of evacuee demographics to ensure cultural and religious needs are addressed. Interpreters may be required to assist when communicating with some individuals.
<b>Donated Goods &amp; Volunteers</b>	Management of Donated Goods is to comply with the <i>'Management of Donated Goods following a Disaster'</i> released by the Attorney General's Department in 2012.
<b>Evacuee Induction &amp; Identification</b>	Evacuees will not have any visible, overt identification however discreet documentation may be provided. Evacuees will be inducted upon arrival at a MEC and issued with appropriate information.
<b>Feedback</b>	It is important to provide ability for evacuees to provide feedback to the SMG. This is facilitated through the MEC community representatives but may also include a feedback box for comments/suggestions.
<b>First Aid</b>	The provision and stocking of first aid kits should be considered when planning a MEC. Additionally, first aid trained staff should be on duty at all times.
<b>Food Safety</b>	Maintaining a high standard of food and personal hygiene is extremely important to avoid food borne infections or food poisoning. Food Safety Guidelines are extensive but vital to the wellbeing of evacuees and staff. Environmental Health Officers should be requested to provide advice, guidance and oversight of all aspects of food storage, preparation and service, regardless of where meals are prepared and by whom; onsite, offsite, professional caterer or volunteers.

<b>Hygiene Products</b>	Where there is no reasonable access to stores of product supply the facility should establish a facility where personal hygiene products such as nappies, tampons, incontinence pads, insect spray etc can be purchased or provided.
<b>Media Management</b>	<p>All requests for media statements will, in the first instance, be directed to the Public Information Officer, or MEC Manager. No staff member or volunteer from any agency is permitted to speak to the media or make any comment about the evacuation centre without the express permission of the MEC Manager.</p> <p>Unless otherwise decided, the MEC Manager will perform the role of media spokesperson, supported by the Public Information Officer.</p> <p>Media are not to be permitted to enter the centre, or film in the centre unless expressly permitted to do so by the MEC Manager.</p>
<b>Recovery &amp; protracted operations</b>	It is important when considering locations which may be suitable as MECs during an emergency to consider the impact that the use of the facility may pose to the usual business of the location. For example, schools may be deemed suitable for short term respite use and useful during school holidays but unsuitable for longer term temporary accommodation. Recovery centres are normally housed separately however consideration should be given to close proximity to the MEC.
<b>Registration</b>	<p>All displaced persons who attend a nominated evacuation centre should be registered. Arrangements for registering those persons who are injured and transported to a medical care facility will require police resources to be allocated, which may be across several locations. Liaison with Ambulance Service NSW and Health Services Functional Area will be required.</p> <p>Methods may vary depending on the volume of evacuees and may include the completion and submission of approved registration forms at a suitable location or the dissemination of a telephone number to call for registration.</p> <p>Displaced persons may complete approved registration forms themselves however this should only be considered as a last resort in the absence of adequate resources. A displaced person completing an approved registration form should not be permitted to view details of other persons not in their company.</p>



	Completed forms may be transmitted and entered into the <a href="#">Register.Find.Reunite</a> system by the NSW Police Force. <a href="#">Register.Find.Reunite</a> replaced the previous National Registration Inquiry System (NRIS) and is an active computer database system maintained by the Australian Red Cross designed to provide relatives and close friends with basic details of the whereabouts and safety of people they know who may be visiting, living or working in an emergency affected area. During large scale events, the Public Information & Inquiry Centre (PIIC) is operated by the NSW Police Force to assist in processing such enquiries.
<b>Signage</b>	Evacuation routes and on-site services are to be clearly sign posted throughout the facility.
<b>Site Evacuation Plan</b>	The MEC may require evacuation due to a variety of causes including fire. A plan should be developed, if one already does not exist, and evacuees housed at the MEC should be informing of the arrangements.
<b>Site Services (including after hours)</b>	Sufficient personnel and support should be on site at all times to assist with any repairs or procurement of additional infrastructure whilst the MEC is in operations.
<b>Smoking</b>	Designated smoking areas are to be identified and clearly communicated to staff and evacuees alike. Such areas should be located outdoors and away from populated areas. Smoking areas are to be clearly sign posted and suitable amenities (eg. bins, ash trays) provided.
<b>Staff Accommodation</b>	Appropriate accommodation should be identified for staff performing duties within the MEC. Where possible, staff should be accommodated off site however it is recognised this may not always be the case.
<b>Staff Selection &amp; Inductions</b>	Staff should be sourced through emergency service organisation or functional areas in the first instance, supported by community groups. Staff should wear identification at all times and be provided with an induction to the site prior to the commencement of duty.
<b>Telecommunications</b>	Where feasible, telecommunication facilities should be made available to evacuees in order to contact family/friends or seek assistance not offered on site. This may include the installation of temporary public telephones, public internet availability and mobile telephone charging facilities.

<p><b>Vehicle &amp; Traffic Management</b></p>	<p>The facility must be able to accommodate the storage of vehicles that belong to evacuees. The storage/parking area of vehicles must be in close proximity of the facility but not within the boundaries of the facility where pedestrian and vehicular traffic conflict for safety reasons.</p>
<p><b>Visitors &amp; Guests</b></p>	<p>All visitors and guests to the MEC should be assessed and registered prior to entry. Details should be recorded and entry limited to general areas only (eg. meal areas). Under no circumstances should visitors or guests be permitted entry into accommodation quarters. NSW Police Force or private security may assist where a breach (trespass) is detected.</p>
<p><b>Vulnerable Populations</b></p>	<p>A person's vulnerability can increase with exposure to hazards, social isolation, loss of personal support and/or as a result of their own decision making and behaviour in response to a risk.</p> <p>Other factors that may be considered when assessing an individual's vulnerability include:</p> <ul style="list-style-type: none"> <li>a) Mobility;</li> <li>b) Health or Disability status;</li> <li>c) Socio economic status;</li> <li>d) Age;</li> <li>e) Culture; and</li> <li>f) Lack of familiarity with environment.</li> </ul> <p>It is recognised that such individuals may need greater family/carer assistance during an emergency.</p> <p>Consideration should be given to more appropriate temporary accommodation options for people with a physical or intellectual disability.</p>

<b>Workplace Health &amp; Safety</b>	<p>An Evacuation Centre is considered a place of work under the <a href="#">Work, Health and Safety Act 2011 (Cth)</a>. The management and operation of an evacuation centre is to be conducted in compliance with the WHS Act and related regulatory governance.</p> <p>In partnership with the facility owner/operator, the MEC Manager has a responsibility for ensuring the provisions of the WHS Act are adhered to once such centres are operational and they have assumed management.</p>
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