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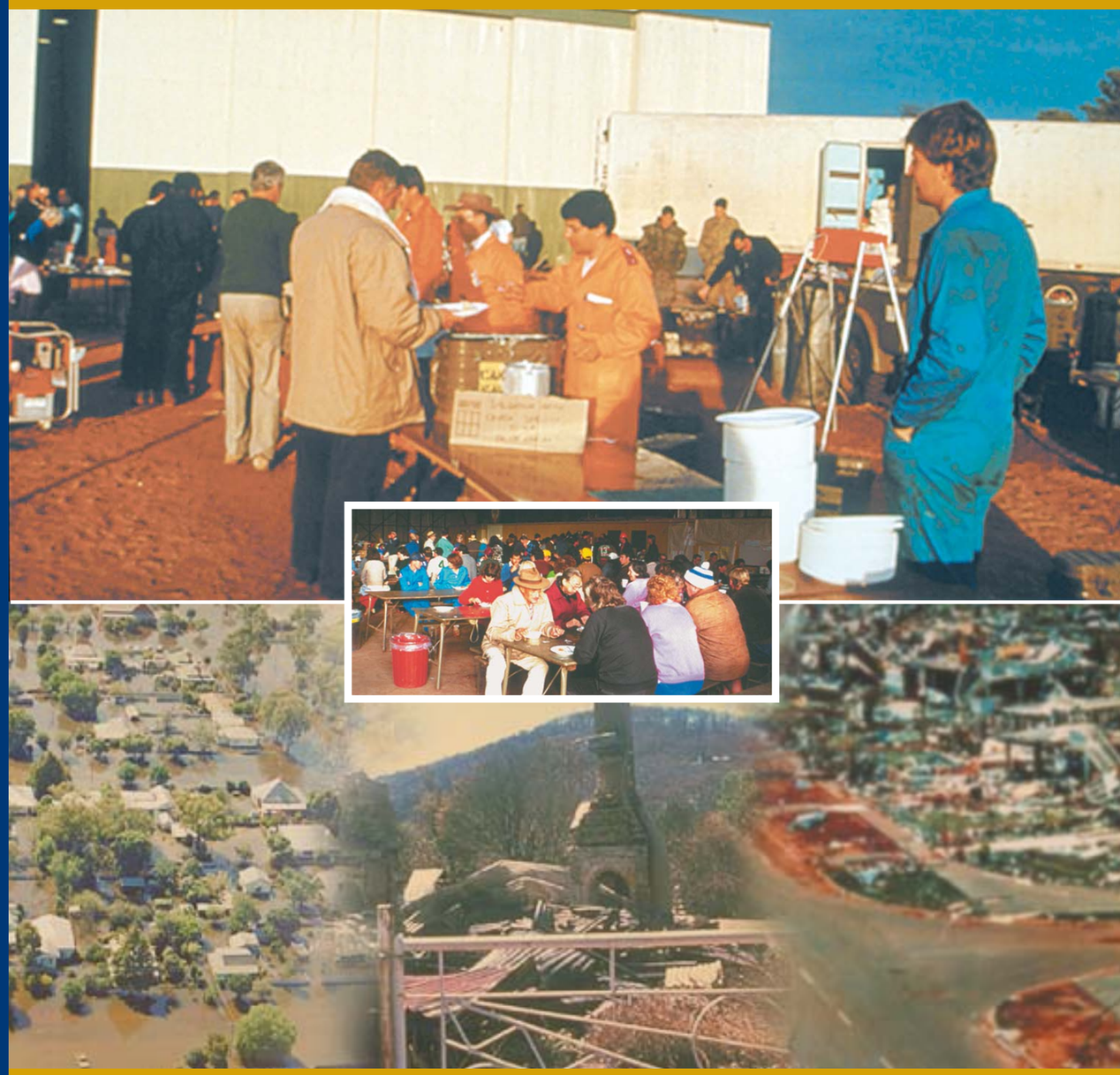

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AUSTRALIAN EMERGENCY MANUALS SERIES

Part III
Emergency Management Practice

Volume 1—Service Provision
Manual 1

EMERGENCY CATERING

Emergency Management Australia

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The Australian Emergency Manuals SERIES

The first publication in the original AEM Series of mainly skills reference manuals was produced in 1989. In August 1996, on advice from the National Emergency Management Principles and Practice Advisory Group, EMA agreed to expand the AEM Series to include a more comprehensive range of emergency management principles and practice reference publications.

The Australian Emergency Series has been developed to assist in the management and delivery of support services in a disaster context. It comprises principles, strategies and actions, compiled by practitioners with management and service delivery experience in a range of disaster events.

The series has been developed by a national consultative committee representing a range of State and Territory agencies involved in the delivery of support services and sponsored by Emergency Management Australia (EMA).

Parts I to III are provided as bound booklets to State and Territory emergency management organisations, students, community organisations, appropriate government departments for further dissemination to approved users including local government and over 70 countries around the world.

Parts IV and V (skills and training management topics) are normally only issued as training guides in loose-leaf (amendable) form to all relevant State agencies through each State and Territory Emergency Service.

Australian Emergency Manuals Series Structure and Content

		Publishing Status August 2003
PART I—THE FUNDAMENTALS		
Manual 1	Emergency Management Concepts and Principles (3rd edn)	U/R
Manual 2	Australian Emergency Management Arrangements (6th edn)	A
Manual 3	Australian Emergency Management Glossary	A
Manual 4	Australian Emergency Management Terms Thesaurus	A
PART II—APPROACHES TO EMERGENCY MANAGEMENT		
	Volume 1—Risk Management	
Manual 1	Emergency Risk Management—Applications Guide	A
Manual 2	Implementing Emergency Risk Management— *A facilitator's guide to working with Committees and Communities*	A
	Volume 2—Mitigation Planning	
Manual 1	Planning Safer Communities	A
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PART III—EMERGENCY MANAGEMENT PRACTICE		
	Volume 1—Service Provision	
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Manual 3	Disaster Recovery	A/R

		Publishing Status August 2003
	Volume 2—Specific Issues	
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Manual 3	Health Aspects of Chemical, Biological and Radiological Hazards	A
Manual 4	Post Disaster Survey and Assessment	A
Manual 5	Community Emergency Planning (3rd edn)	A/R
Manual 6	Urban Search and Rescue Concepts and Principles	D
Manual	Civil Defence	D
Manual	Lifelines	D
	Volume 3—Guidelines	
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Guide 11	Disaster Loss Assessment Guidelines	A
Guide 12	Economic and Financial Aspects of Disaster Recovery	A
Guide 13	Community Development in Recovery from Disaster	A
Guide	Gathering Community Information	D
Guide	Disaster Victim Identification	D

PART IV—SKILLS FOR EMERGENCY SERVICES PERSONNEL

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Manual 9	Communications (2nd edn)	A
Manual 10	Flood Rescue Boat Operation (2nd edn)	A
Manual 11	Vertical Rescue (2nd edn)	A
Manual	Structural Collapse Search and Rescue	D

PART V—THE MANAGEMENT OF TRAINING

Manual 1	Small Group Training Management (2nd edn)	A
Manual 2	Managing Exercises	A

Key to status: A = Available; A/R = original version Available/under Review;
D = under Development; P= Planned; R = under Review/Revision

FOREWORD

The purpose of this Manual is to provide a basic reference for personnel involved in the provision of emergency catering services. It is intended for use in planning, training and operations.

This manual has been developed by a national consultative committee (NCC), representative of health professionals, welfare bodies, food industry, States and Territories, and selected Commonwealth organisations.

The NCC was initiated by the Counter Disaster Unit of the Commonwealth Department of Health and Family Services and sponsored by Emergency Management Australia, Department of Defence.

Duplication occurs in some areas, with the aim of permitting the user to gain the desired information from individual or multiple chapter references without having to scan the entire manual.

The use of trade names in this Manual is not intended to be restrictive, preferential or promotional. Rather, trade names are used where descriptive clarity is required.

As situations change and new policy/procedure is developed, the Manual will be amended and updated by the NCC.

Proposed changes to the Manual should be forwarded to the Director-General, EMA, through the respective State/Territory emergency management organisation.

This publication is provided free of charge to approved Australian organisations. Copies are issued by State/Territory emergency management organisations to appropriate users, upon request.

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INTRODUCTION

Aim

The aim of this publication is to provide a basic reference on catering for disaster-affected persons and emergency services personnel.

Background

Every year natural and technological disasters afflict numerous communities. Floods, fires, cyclones, earthquakes, landslides, tornadoes and other severe storms can cause disasters. There are also occasional hazardous chemical spills, major transportation mishaps and industrial accidents.

Although disasters may harm the physical environment, primarily they affect people. Lives are lost, people are injured, homes are destroyed, and families are disrupted. Psychological, social and economic disruption affect the well-being of individuals, families and the community as a whole.

In large-scale disasters, human needs are so great, and social disorganisation is so widespread, that regular community social services are unable to cope.

At such times, food is essential to sustain life, counteract shock, raise the morale of those affected, and provide energy for workers labouring under stressful conditions.

It is thus essential that a structured emergency catering capability is available for rapid activation in support of response and recovery operations.

Application

This Manual is based on the general principles of State and Territory food-hygiene legislation. This legislation lays down food-hygiene standards for normal conditions.

The Manual recognises that emergency catering should comply, as far as is practicable, with State and Territory food-hygiene standards. However, in disasters, despite best endeavours, prevailing circumstances may not allow these standards to be achieved at all times.

A good working relationship between local Environmental Health Officers (EHOs) and emergency catering personnel will enable catering services to be delivered as effectively and as safely as possible in the circumstances. It is particularly desirable for relevant EHOs to participate in emergency catering service planning and to be available for consultation during any emergency response.

Format and philosophy

The Manual has been structured in five major stand-alone sections, and separated into chapters as appropriate. Refer to the contents page for full details. Please note that duplication specifically occurs in some areas, to permit the user to gain information from individual or multiple chapter references without having to scan the entire contents.

Section 1—General

1. EMERGENCIES AND DISASTERS: OVERVIEW AND KEY MANAGEMENT CONCEPTS

Emergencies and disasters

Definitions

1. In Australia the terms *emergency* and *disaster* are often used interchangeably. The Australian Emergency Management Glossary offers the following definitions:

   - ***Emergency***—An event, actual or imminent, which endangers or threatens to endanger life, property or the environment, and which requires a significant and coordinated response.
   - ***Disaster***—A serious disruption to community life which threatens or causes death or injury to property which is beyond the day-to-day capacity of the prescribed statutory authorities and which requires special mobilisation and organisation of resources other than those normally available to those authorities.

   This manual, while entitled *Emergency Catering*, covers the requirements of catering in both emergencies and disasters.

Hazards

2. Emergencies and disasters occur when a hazard impacts upon a community which is vulnerable to that hazard. The magnitude of the event varies according to the characteristics of the hazard (such as type and the intensity), vulnerability characteristics of the community (such as levels of prevention, demographic profile and preparedness) and their interaction.

3. Emergencies and disasters are usually described by the hazards associated with them. Australian communities live with a variety of natural and technological hazards. Natural hazards include all those of climatic, geophysical or biological origin, while technological hazards include those arising from nuclear/biological/ chemical technology, human fault and hostile action.

4. The presence of some major natural hazards, such as cyclones and bushfires depends on the season and geographic region, but other types of hazards, particularly those caused by humans, are less predictable, and could impact almost any time and anywhere.

Impact of disasters on Australia

5. Australia has experienced a wide range of disasters which have resulted in numerous deaths, injuries and psychological trauma and significant social, economic and environmental losses. These losses can be reduced by effective disaster prevention, preparedness, response and recovery strategies.

6. On average, natural disasters (excluding drought) affect over 500,000 Australians every year. In the past 25 years, Australia has experienced, on average, a major natural disaster about once every two years. These have included Cyclone Tracy, Ash Wednesday Bushfires, Cyclone Winified, Newcastle Earthquake, Sydney Severe Storms (1990, 1991), Thredbo Landslide, and major flooding around Brisbane, Sydney, Nyngan, Charleville, Benalla and Katherine. Smaller disasters and emergencies have occurred more frequently. Additionally, Australia has experienced many major non-natural disasters such as the collapse of the Westgate and Tasman Bridges, the Granville train crash, the Coode Island fires, Grafton and Kempsey bus crashes and several costly oil spills.

7. Tangible losses (ie those that can be expressed in dollar terms) include damages to buildings and contents, to commerce and industry, to infrastructure, and to homes and jobs. Average annual losses from natural disasters (excluding drought) are estimated to exceed $1.25 billion. The intangible losses include injury and death and personal distress. In the last 25 years, natural disasters (excluding drought) have caused almost 500 deaths and 6000 injuries in Australia. Disasters have affected, over 12.5 million people, in aggregate, over this period.

8. The consequential impacts of these events are that businesses fold, jobs are lost, tourism suffers, insurance premiums rise, and the local, regional and the national economies suffer.

9. Most communities are unable to meet the costs of disasters. With costs escalating, the capacity of communities to cope is even more likely to be overwhelmed by disasters. Disasters of substantial magnitude are not limited to regional or local impacts. The whole nation is affected and provides assistance and support to those directly impacted.

Emergency management concepts

10. Australia emergency and disaster management arrangements are based on four well-established concepts:

    - The All Agencies (or Integrated) Approach.
    - The Comprehensive Approach.
    - The All Hazards Approach.
    - The Prepared Community.

    Emergency Risk Management is a relatively new concept which is also readily gaining acceptance among the Australian disaster management community.

The all agencies (or integrated) approach

11. Arrangements for dealing with disasters involve active partnerships among Commonwealth, State and Territory and local levels of government, statutory authorities, private, voluntary and community organisations, and individuals. The All Agencies Approach ensures that all the agencies likely to be involved in any disaster or emergency work together smoothly in the implementation of emergency management arrangements.

The comprehensive approach

12. The comprehensive approach to disaster management embraces strategies in prevention, preparedness, response and recovery (PPRR). PPRR are aspects of disaster management, not sequential phases:

    - ***Prevention***—Regulatory and physical measures to ensure that emergencies are prevented, or their effects mitigated.
    - ***Preparedness***—Arrangements to ensure that, should a disaster occur, all those resources and services which may be needed to cope with the effects, can be rapidly mobilised and deployed.
    - ***Response***—Actions taken in anticipation of, during and immediately after impact to ensure that its effects are minimised and that people are given immediate relief and support.
    - ***Recovery***—The coordinated process of supporting disaster-affected communities in reconstructing their physical infrastructure and restoration of emotional, social, economic and physical well-being.

All hazards approach

13. Different types of hazards can cause similar problems for a community. Therefore it is desirable to establish a single set of management arrangements capable of encompassing all hazards. The All Hazards Approach requires the identification of all hazards likely to be faced by community followed by the application of simple arrangements which, to the maximum extent possible, cater for all events. Many hazards, however, will also require specific prevention, preparedness, response and recovery measures.

The prepared community

14. Australia's disaster management arrangements focus on preparing communities for emergencies and disasters. A *prepared community* is one which has developed effective emergency and disaster management arrangements at the local level, resulting in:

    - an alert, informed and active community which supports its voluntary organisations;
    - an active and involved local government; and
    - agreed and coordinated arrangement for prevention, preparedness, response and recovery.

Emergency Risk Management

15. The release of the Australian/New Zealand Standard on Risk Management (AS/NZS 4360:1995) has prompted emergency managers to examine the application of the risk management approach to the management of risks to communities. The Standard defines risk management as "the systematic application of management policies, procedures and practices to the tasks of identifying, analysing, evaluating, treating and monitoring risk" (AS/NZS 4360).

16. In the emergency risk management context, hazards can be considered sources of risk, the community as the element at risk, and risk as the interactions between them and the environment. Hence, emergency management can be defined as the range of measures to manage the risks between the community and its environment. Emergency risk management will assist communities to minimise their risk through the preparation of comprehensive plans of prevention, preparedness, response and recovery strategies.

References

17. References for this Chapter are as follows:

    - Emergency Management Australia: *Australian Counter-Disaster Handbook—Volume 1: Commonwealth Counter-Disaster Concepts and Principles*, Second Edition 1993.
    - Emergency Management Australia: *Australian Counter-Disaster Handbook—Volume 2: Australian Emergency Management Arrangements*, Fifth Edition 1996.
    - Emergency Management Australia: *Australian Emergency Manuals Series—Part 1, Manual 3: Australian Emergency Management Glossary (Draft)*.
    - Natural Disasters Organisation: *Australian Emergency Manual—Community Emergency Planning Guide*, Second Edition 1992. ISBN 0 642 16249 2.
    - Standards Australia: *Australian/New Zealand Standard—AS/NZS 4360:1995: Risk Management*, Standards Australia, New South Wales, 1995.

2. AUSTRALIAN EMERGENCY AND DISASTER MANAGEMENT ARRANGEMENTS

Emergency and disaster management

General

1. In broad terms, emergency management is a range of measures to manage risks to communities and the environment. More specifically, emergency management is the organisation and management of resources for dealing with all aspects of emergencies. It involves the plans, structures and arrangements which are established to bring together the normal endeavors of government, voluntary and private agencies in a comprehensive and coordinated way to deal with the whole spectrum of emergency needs including prevention, response and recovery.

Key elements

2. The elements are considered integral parts of emergency and disaster management:
    - an alert, informed and prepared community;
    - an understanding of the risks that the community faces;
    - a program for prevention and mitigation of emergencies and disasters;
    - identification of those responsible for all aspects of comprehensive emergency management and planning for prevention, response and recovery;
    - acceptance of support roles and responsibilities;
    - identification of those responsible for controlling and coordinating emergency operations;
    - cooperation between emergency services and others, and acceptance of their roles in emergency management; and
    - a coordinated approach to the use of all resources, arrangements to enable communities to recover from emergencies and disasters.

Key authorities

Emergency management

3. The Key emergency management authorities in Australia are as follows:
    - ***National***—The peak national emergency management policy body is the National Emergency Management Committee (NEMC) chaired by the Director General, Emergency Management Australia, and comprising the Chairpersons and Executive Officers of the peak State or Territory emergency management committees or equivalents.
    - ***Commonwealth***—The role of the Commonwealth Government is essentially to assist States and Territories with developing their emergency management capabilities. Emergency Management Australia (EMA) is responsible for the day-to-day management of this Commonwealth function. EMA coordinates Commonwealth Government physical disaster assistance to States and Territories and to overseas countries on behalf of the Australian Agency for International Development (AusAID). The Commonwealth also provides financial assistance through the Natural Disaster Relief Arrangements which are administered by the Department of Finance and Administration.
    - ***State and Territory***—States and Territories have primary responsibility for the protection and preservation of the lives and property of their citizens through:
        - — legislative and regulatory arrangements within which the community and various agencies operate;
        - — provision of police, fire, ambulance, emergency services, and health services; and
        - — government and statutory agencies which provide services to the community.

Each State or Territory has established a peak emergency management or counter disaster committee or council, comprising senior members of appropriate Government agencies and other organisations, to consider emergency and disaster management matters. While the names and functions of these committees vary from state to state, they are responsible for ensuring that plans and arrangements are in place for dealing with emergencies and disasters.

- ***Local Government***—Local governments play a major role in the emergency management partnership by providing a variety of services such as public works, health, welfare and other functions which are required on a daily basis, and particularly when the community is affected by emergencies and disasters. While arrangements differ between States and Territories, committees at district/ regional and/or local levels are responsible for aspects of emergency management within their jurisdiction.
- ***Other Organisations and Individuals***—Many private sector, voluntary and community organisations, professional disciplines and individuals also contribute to planning and management of emergencies and disasters, and play significant roles in prevention, preparedness, response and recovery.

Disaster welfare policy-making

4. The Disaster Recovery Sub-Committee of the Standing Committee of Community Services and Income Security Administrators (SCCSISA) contributes to the development of national disaster welfare policy. The SCCSISA reports to the Community Services Ministers' Conference (CSMC).

5. Welfare policy is developed and implemented by all levels of government, Commonwealth, State/Territory and local.

Emergency and disaster planning

General

6. Emergency planning refers to the analytical and consultative process which enables governments, organisations and communities to manage risks from the various hazards which they face. Emergency management arrangements and related strategies should flow from this process.

7. The interactive process of planning should also result in:
   - an understanding of other agencies' roles and responsibilities;
   - strengthening of emergency networks;
   - strategies encompassing prevention, preparedness, response and recovery; and
   - a simple written plan.

> **PRINCIPLE**
>
> **A community's ability to manage emergencies and disasters effectively will depend on whether it has prepared plans encompassing prevention, preparedness, response and recovery strategies.**

Management structure

8. An agreed management structure should apply to all aspects (incorporating prevention, preparedness, response and recovery) at all levels of emergency management planning (Commonwealth, State/Territory, district/region, local, organisation, community).

9. Emergency management planning committees need to determine which specialist functions are necessary for effective management of emergency and disaster risks. These functions may include public safety, medical, communications, rescue, welfare (which usually includes catering, clothing, housing and personal support services), transport, engineering and agriculture.

10. It may be necessary to form functional planning sub-committees responsible to the main planning committee to prepare and maintain supporting plans covering essential functions. Functional sub-committees are usually established at state, district and (where practicable) local levels. A representative of the each functional sub-committee should be a member of the main planning committee.

The planning process

11. There are different ways to prepare emergency management plans. Some of the important common elements are provided in the following steps:

- ***Determine Authority to Plan***—The authority to plan is established either under legislation, by government direction, or by community agreement.
- ***Establish Planning Committee***—The formation of a state, regional/district or local planning committee encourages involvement of all appropriate organisations. The planning committee should contain representatives of all organisations which are involved in emergency management at that particular level.
- ***Initiate Risk Management Process*** (*incorporating risk, hazard and vulnerability analyses*)—The analyses describe in detail the hazards that may impact on the community in question, the vulnerabilities of the community to these hazards and the built, natural and social environments which surround the interaction between hazards and communities. Through this process the scope and priorities for planning are identified.
- ***Set Planning Objectives***—Planning objectives are based on the results of analyses and detail the required emergency management strategies.
- ***Apply Management Structure***—Overall management arrangements are determined by the planning committee in accordance with legislation or government direction.
- ***Determine Responsibilities***—Agreement on the lead and support roles and responsibilities of participating organisations must be reached.
- ***Analyse Resources***—A resource analysis is undertaken to identify the resources required for effective emergency management, the resources currently available within the community, and any shortfalls (and surpluses) that exist. As shortfalls are identified, arrangements to overcome them are made. These arrangements may be prescribed by a higher level plan.
- ***Develop Emergency Management Arrangements and Systems***—The planning committee identifies and develops specific management arrangements for prevention, preparedness, response and initial recovery. The group may also identify prevention, and/or mitigation opportunities, and refer these to appropriate agencies. There is also a requirement to design emergency management systems, which may include: communications, public education, emergency operations centre management, effective liaison, information management, public information, resource management, training and performance appraisal, and financial management.
- ***Document Plans***—Detailed documentation begins as soon as the planning process commences. Documents resulting from the planning process may include the results of risk analyses, the main plan, the response and recovery plans, functional and special plans; and emergency service procedures. The final agreed documents are printed and distributed to users according to their needs.
- ***Test Plans***—Once documentation is complete, the operational aspects of plans should be tested (exercised) to measure the extent to which the planning objectives have been achieved.
- ***Review Plans***—It is important plans are regularly reviewed and updated. Review of plans may result from operations, exercises, a prescribed program for reviewers, or significant changes to hazards, the community, or the environment. Planning is a continuous process. The written plan is a living document, constantly being reviewed and updated.

Hierarchy of plans

12. A critical concept in emergency management, particularly in response and recovery planning, is the control of escalating operations. Initial operational activity is at the local level. More resources may be called in gradually from the regional, state or national level, as required, to supplement resources at the lower levels.

13. Therefore, compatibility between plans at the different levels is required. A hierarchy of emergency management plans exists whereby plans at lower levels dovetail into plans at the next highest level. Command and control arrangements, as well as the roles and responsibilities described in a plan, must be compatible with other plans to which it relates.

Command, control and coordination

14. Emergency management structures and plans prescribe the command, control and coordination arrangements to apply during multi-service operations. These arrangements are:

    - ***Command***—The direction of members and resources of an organisation in the performance of the organisation's role and tasks. Authority to command is established in legislation or by agreement with an organisation. Command relates to organisation and operates vertically within an organisation.
    - ***Control***—The overall direction of emergency management activities in an emergency situation. Authority for control is established in legislation or in an emergency plan, and carries with it the responsibility for tasking and coordinating other organisations in accordance with the needs of the situation. Control relates to situations and operates horizontally across organisations.
    - ***Coordination***—The bringing together of organisations and elements to ensure an effective response, primarily concerned with systematic acquisition and application of resources (organisation, manpower, and equipment) in accordance with the requirements imposed by the threat or impact of an emergency. Coordination relates primarily to resources, and operates, vertically within an organisation, as a function of the authority to command, and horizontally, across organisations, as a function of the authority to control.

Activation of plans

15. Emergency management plans must cover in detail the process for the activation of plans and other arrangements. Activation of a functional plan (for example, catering) will usually occur after conference and agreement between the appropriate functional controller and the operational authority at that particular level. Plans will normally be activated in stages, although timing may be condensed in some circumstances.

Emergency management operational agencies

Commonwealth

16. During disasters, EMA manages the provision of Commonwealth physical assistance to States and Territories from National Emergency Management Coordination Centre (NEMCC) at EMA's Canberra Office. Through a network of Emergency Management Liaison Officers (EMLOs), the NEMCC has call on Commonwealth resources and such commercial assistance as may be deemed necessary. Assistance coordinated by EMA is usually provided at no cost to States or Territories.

Commonwealth Assistance

17. There is an established procedure for requesting assistance from the Commonwealth. All States and Territories have a nominated officer or officers who are authorised to request Commonwealth assistance in the event that State/Territory or commercial resources cannot meet the requirement. Nominated officers are as follows:

- QLD—Executive Officer, Central Control Group, State Counter-Disaster Organisation.
- NSW—State Emergency Operations Controller.
- ACT—Executive Officer, ACT Emergency Management Committee.
- VIC—State Emergency Response Coordinator.
- TAS—Executive Officer, State Disaster Committee and Executive.
- SA—State Coordinator, State Disaster Committee.
- WA—State Emergency Coordinator.
- NT—Executive Officer, Counter-Disaster Council.

All State and Territory requests for assistance must only be made via the nominated officer.

18. Personnel who are involved in developing a request for assistance from the Commonwealth must note the following points:
    - Provide a brief description of the requested resources, the need and associated tasks.
    - Provide a reason for the request and reasons why the requirement cannot be met from within State/Territory resources (government, commercial or other).
    - The request must be couched in the form of the problem. Do not specify the solution other than in very general terms.
    - When transport is required, identify weight and dimensions and any special storage/handling requirements.
    - Nominate the personnel skills required, not the individuals.
    - In the case of personnel and equipment, indicate the duration of the requirement.
    - Provide details of when and where the resources are required.
    - Provide full details of the delivery point, contact officer/s at both the State level and the receiving area, plus telephone and facsimile numbers (where available).
    - Provide any general comments that may contribute to the most timely and effective response to the request.

    This procedure does not preclude liaison between agencies during disasters, but the established State/Territory/Commonwealth operational agencies should be kept fully informed.

State and Territory

19. Each State and Territory has an operational authority responsible for the activation of appropriate disaster plans and a State Emergency Operations Centre (or equivalent) capable of command/control/coordination of all resources required to deal with the disaster at the State/Territory level.

20. The authority coordinating emergency catering varies among States and Territories between the Community Services Departments and the State Emergency Services. The responsible State/Territory authority usually tasks, activates and finances non-Government Agencies (primarily Salvation Army and Red Cross) to provide emergency catering services.

21. Emergency catering personnel should check with the relevant authorities for advice on State/Territory and local administrative and management arrangements.

References

22. References for this Chapter are as follows:

- Emergency Management Australia: Australian *Counter-Disaster Handbook—Volume 1: Commonwealth Counter-Disaster Concepts and Principles*, Second Edition 1993.
- Emergency Management Australia: Australian *Counter-Disaster Handbook—Volume 2: Australian Emergency Management Arrangements*, Fifth Edition 1996.
- Emergency Management Australia: *Australian Emergency Manuals Series—Part 1, Manual 3: Australian Emergency Management Glossary (Draft)*.
- Natural Disasters Organisation: *Australian Emergency Manual—Community Emergency Planning Guide*, Second Edition 1992. ISBN 0 642 16249 2.

Section 2—
Organisation of catering service

3. EMERGENCY CATERING SERVICE PLAN

Introduction

1. In order for an Emergency Catering Service to be effective, plans need to be developed at local, regional and State level which address the key factors of:

   - supplies;
   - equipment;
   - personnel;
   - training; and
   - interface with other Emergency Management Personnel.

   Refer to Annex A for diagram of Planning Structure.

The Plan

Planning responsibilities

2. In order to respond promptly to the nutritional requirements of disaster affected persons and workers, the Emergency Catering Service (ECS) must have a written plan that can be implemented in an organised and coordinated manner as soon as a disaster occurs. The Emergency Catering Coordinator (ECC) and the planning committee must develop a written ECS Plan in consultation with relevant authorities such as:

   - State and Territory Emergency Services;
   - fire services;
   - public health authorities (re: safe water sources and food safety);
   - police and ambulance services; and
   - welfare agencies.

3. Once written, the ECS Plan forms part of the overall emergency management plan.

> **PRINCIPLE**
>
> **Planning is essential for an effective and timely emergency response.**

Characteristics of an Emergency Catering Service Plan

4. The ECS Plan should be clear, concise, realistic and always up-to-date. It should be flexible enough to allow on-site staff to adjust the plan as situations change. As part of the planning process, ECS planners should try to anticipate typical ECS problems during an emergency, and develop various solutions to those problems.

The Emergency Catering Service Plan content

5. A plan should provide the following information:

   - Name—One which will distinguish the ECS Plan from other plans.
   - Statement of Purpose—This establishes the plan's objectives.
   - Organisational Details—Appendices can be used to amplify a basic statement about the organisational structure and alternate arrangements.

- Implementation Procedures—Identify who implements the ECS Plan, and under what circumstances.
- Alerting Procedures—Identify notification procedures.
- Resources—Amplify a basic statement with appendices outlining specific resource requirements covering:
  - — personnel;
  - — ECS resources;
  - — supplies and equipment; and
  - — list of suppliers.
- Training—A training program needs to be developed to ensure that all personnel are adequately trained in all areas of their responsibilities.
- Provisions for Testing the Plan—See paragraph 6.

Testing the Emergency Catering Service Plan

6. An Emergency Catering Service Plan needs to be routinely tested through field and/or table-top exercises. Exercises reveal a plan's strengths and weaknesses, and identify whether roles are adequately defined and whether the plan can meet its objectives. Evaluate exercise results with participants. Amend the plan as necessary.

> **PRINCIPLE**
>
> **Remember to amend the plan to meet the changing needs and resources of your community.**

Distributing the Plan

7. Distribution of the Emergency Catering Service Plan to relevant emergency response organisations and service groups is essential to ensure coordinated efforts in an emergency.

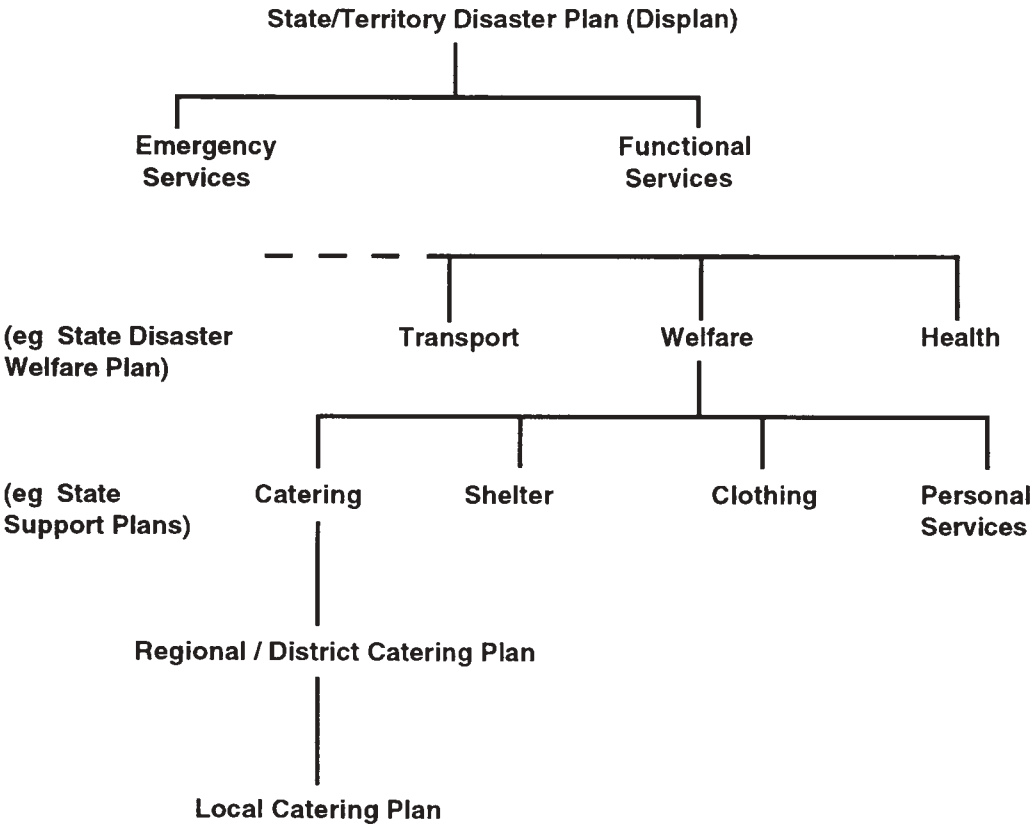
References

8. References for this Chapter as follows:

- Health and Welfare Canada: *Emergency Food Service: Planning for Disasters*. Minister of Supply and Services Canada 1991. Cat. No. H34-45/1991E. ISBN 0 662 96826 3.
- Emergency Management Australia: *Australian Emergency Manual—Community Emergency Planning Guide*, Second Edition 1992. ISBN 0 642 16249 2.

Annex A to Chapter 3:

Planning Structure



4. STRUCTURE, ROLES AND RESPONSIBILITIES

Introduction

1. The chain of command, roles and responsibilities of personnel must be clear. This Chapter also deals with the recruitment of personnel, the roles of the Planning Committee and key personnel.

Structure

2. In order to effectively deliver an Emergency Catering Service (ECS) there needs to be a clear structure defined by geography or function such that the workload and responsibilities are divided into manageable coordination and service areas. It is useful to illustrate the structure as an organisational chart. An example appears at Annex A.

Personnel roles and responsibilities

3. To ensure a prompt and effective emergency response, Emergency Catering Service personnel must clearly understand their roles and responsibilities.

> **PRINCIPLE**
>
> **Familiarity with the plan and preparation is the key to a smooth emergency response.**

Emergency Catering Coordinator (ECC)

ECC responsibilities

4. The ECC is responsible for advance preparations as well as emergency responses and post-emergency measures.

- Prior to a disaster, the ECC should:
  - — select an ECS planning and organising committee;
  - — ensure good working relations with food retailers, wholesalers, and distributors;
  - — develop an ECS response plan;
  - — select and train personnel;
  - — test the plan by conducting regular ECS exercises, then revise and update the plan;
  - — coordinate the ECS Plan with the associated Emergency Management Plans; and
  - — make certain that all ECS operational sites have adequate equipment and supplies, improvising where necessary.
- During a disaster, the ECC should:
  - — obtain a Situation Report (SITREP) and if safe conduct or direct reconnaissance of the disaster affected area to determine specific requirements of the catering operations.
  - — if required direct the ECS operations;
  - — ensure the maintenance of an ECS log and provide ongoing reports on problems, needs, and activities; and
  - — ensure coordination of food supplies, including distribution to emergency food facilities.
- After a disaster, the ECC should:
  - — make certain that ECS personnel are included in a debriefing session; and
  - — prepare a post-disaster report on ECS emergency activities including costs of purchases, etc.

The ECS planning committee

5. This committee helps the ECC prepare detailed emergency catering plans.

Membership

6. The Emergency Catering Service Planning Committee may be recruited from:
    - representatives of the Australian Red Cross, the Salvation Army, Seventh Day Adventist or service organisations, with responsibility for catering;
    - public health officials, food caterers, food retailers, wholesalers, and distributors; and
    - other emergency management agencies.

Other Responsibilities

7. The Planning Committee also assists the ECC in reviewing and evaluating the Emergency Catering Service Plan.

Catering Supervisors at reception centres

8. The ECC appoints a Catering Supervisor (CS) and a Deputy at each emergency catering facility who is responsible for the catering operations of that facility. See Chapter 11 for a more detailed list of responsibilities. The CS will:
    - mobilise personnel;
    - ensure all catering personnel are appropriately briefed;
    - prepare work rosters, assigning personnel according to their skills;
    - prepare menus of appropriate nutritional value;
    - maintain appropriate hygiene practices, food safety and safe working conditions;
    - keep up-to-date logs on borrowed items, messages, purchases and donations;
    - report problems, needs and status of activities to the ECC; and
    - when the emergency is over, submit a report to the ECC and help evaluate the Emergency Catering Service response.

Emergency catering service workers

9. It is the responsibility of the Catering Supervisor (details of responsibilities is in Chapter 11) to assign duties to all personnel at the facility and to ensure that staff fully understand their duties.

Range of Duties

10. The duties which may be assigned to personnel are:
    - preparing;
    - cooking;
    - serving;
    - dishwashing;
    - cleaning;
    - sanitation;
    - food safety monitoring;

- transportation;
- receipt and storage;
- pest control; and
- water treatment and monitoring.

Recruitment

11. Personnel from groups such as the Salvation Army, the Australian Red Cross, Seventh Day Adventist Church or service organisations may be recruited for emergency catering.

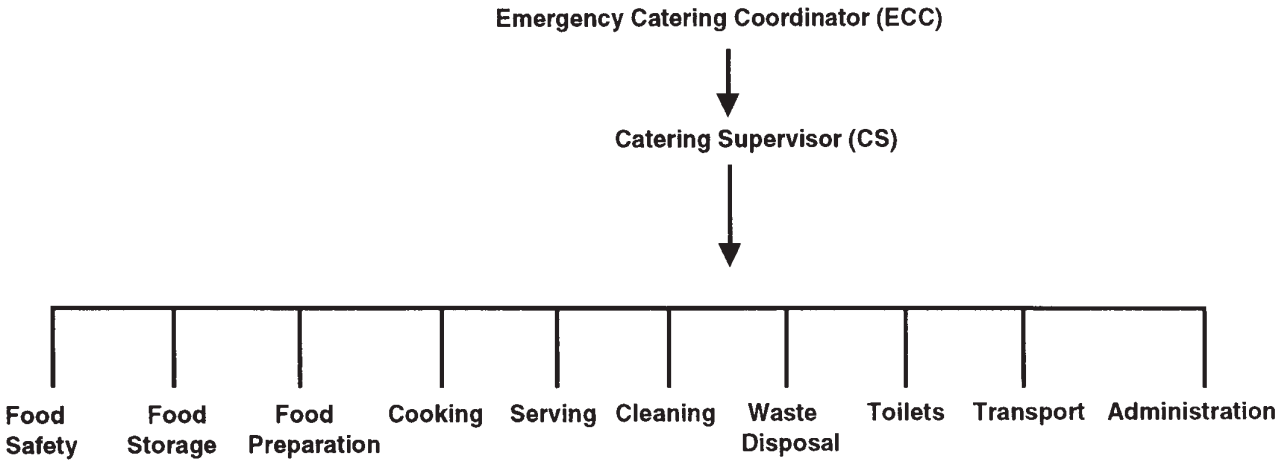
12. Consider the recruitment of volunteers who:
    - work regularly in community food facilities;
    - serve large quantities of food;
    - plan menus; and
    - are capable of preparing meals under emergency conditions.

Key personnel selection criteria

13. In selecting candidates for key ECS positions (eg coordinators and supervisors), look for:
    - practical knowledge and experience in food management, and, food safety;
    - an ability to plan, organise and direct;
    - experience in training in emergency planning;
    - familiarity with community resources;
    - an ability to work under stress; and
    - initiative and flexibility in emergency situations.

Reference

14. Health and Welfare Canada: *Emergency Food Service: Planning for Disasters*. Minister of Supply and Services Canada 1991. Cat. No. H34-45/1991E. ISBN 0 662 96826 3.


Emergency Catering Coordinator (ECC)
Catering Supervisor (CS)
Food Safety
Food Storage
Food Preparation
Cooking
Serving
Cleaning
Waste Disposal
Toilets
Transport
Administration

5. EQUIPMENT, TRANSPORT, FOOD SUPPLIES AND DONATIONS

Introduction

1. The successful organisation of food services cannot be achieved without the correct, safe, reliable and efficient use of equipment, transport, food supplies and donations. It is essential that arrangements with suppliers exist to facilitate acquisition at short notice.

Equipment

2. The type, quantity and variety of equipment needed will depend on the nature and circumstances of the emergency. Equipment needs include that for food preparation, cooking, serving, cleaning and sanitation and power supply and storage. In many circumstances disposable eating utensils will be preferred due to hygiene considerations.

Type

3. The type of emergency catering facility which may need to be equipped includes:

   - established kitchen;
   - hall or building (minimal or no equipment);
   - field kitchen; and
   - mobile (vehicle or trailer).

   See Annex A to Chapter 5 for suggested equipment list relevant to each facility.

Refrigeration

4. In an emergency, there may be a requirement for a refrigeration capability, depending on the immediate environment. Under State financial arrangements the cost of refrigeration units are usually the responsibility of the agencies requiring the units. If unable to hire commercial units, large supermarket chains may be able to lend refrigerated/ freezer trucks for the duration of the incident.

Equipment register

5. There should be a register of all available and relevant equipment to facilitate and expedite acquisition in an emergency. See Annex B to Chapter 5 for pro-forma.

> **PRINCIPLE**
>
> **Use all resources safely and wisely.**

Transport

6. Arrangements must be made for the transport to the Emergency Catering Facility of:

   - food supplies;
   - water;
   - equipment; and
   - personnel.

7. There must be a continuing transport capacity to maintain supplies of food, water, and fuel and to accommodate relief rosters for personnel. Please refer to Section 4 on Food Safety and Hygiene for guidance in relation to safe transport of food and water.

Possible Sources

8. Certain goods in large quantities may be delivered by the suppliers but often the Emergency Catering Service will need to organise its own transport arrangements. Some suggested resources are:

    - local transport companies;
    - local government;
    - local industry or utilities; and
    - vehicle hire companies and courier services.

Food supplies

9. It is essential that sources of food supplies are established and recorded prior to any emergency. Liaison with food suppliers must be diligently maintained to ensure that commitments for supply are current and that the nature and amount of food is accurate.

Potential suppliers

10. Potential suppliers could include:

    - major retailers (eg supermarkets—they will often donate part of the purchase and will also transport items to a nominated site);
    - major fast food outlets;
    - major cold stores (eg P & O, Fridge Mobile, Cleland);
    - food manufacturers/producers (eg Edgell, Nestle etc); and
    - special sources (eg hospitals, hotels, airline catering services etc).

Supply directory

11. A supply sources directory should be established and maintained which lists all hours contact details of agreed suppliers, nature and quantity of foods committed. When ordering remind the supplier of the Emergency Services tax exemption.

12. Annex C contains an example of quantities and types of food which may be ordered/used. The list of commodities if ordered, will provide sufficient sustenance (approx 13,300KJ) to feed and nourish both workers and DAPs (if the correct supplements, for arduous work, etc are used).

Feeding people in their homes

13. In a hazardous material incident (eg chemical), caterers should not be requested to enter the area and affected people may require feeding in their own homes. Combatant agencies may be able to assist in safely delivering food packages. Any packages supplied must be appropriate to the conditions, for example:

    - Is there power available to the household?
    - Is there safe water available to the household?
    - What are the weather conditions at the time?

14. If the situation is safe for access by non-combatants it may be preferable to service these people with a meal-on-wheels type service. Many community groups/service clubs such as the RSL, Apex, Lions, Rotary, Jaycees have portable kitchen facilities and with regular supplies would be able to take responsibility for designated areas.

Fresh food substitutes

15. The use of fresh food is extremely desirable however, where the preparation and serving of perishable foodstuffs create a risk to health due to the lack of facilities or skills alternative preserved food should be used. These alternatives can be tinned or pasteurised.

> **PRINCIPLE**
>
> **If perishable food cannot be stored, transported or served at the critical temperatures alternative non-perishable preserved foods shall be substituted.**

Donations

16. During an emergency you are likely to be offered both wanted and unwanted donations of goods (including food) which can create problems for operators. For advice refer to Chapter 22.

Reference

17. Health and Welfare Canada: *Emergency Food Service: Planning for Disasters*. Minister of Supply and Services Canada 1991. Cat. No. H34-45/1991E. ISBN 0 662 96826 3.

Annexes:

A. List of Suggested Equipment
B. Suggested Register of Equipment
C. List of Commodities Required for Workers

Annex A to Chapter 5:

List of suggested equipment

Tables/seating
Cooking equipment
Water boiling equipment
Refuse collection equipment
Cooking utensils
Serving utensils
Eating utensils
Plates
Cups
Refrigeration
Fuel storage container
Water storage container
Food serving equipment
Fire fighting equipment
Signage material
Tentage
Portable huts
Shovels, picks, etc.
Lighting
Power generation
Cleaning equipment
Toilet facilities
Hand-washing facilities
Storage containers
Fly-proofing materials
Food storage containers
Food transport container
Personal hygiene equipment

Annex B to Chapter 5:

Suggested register of equipment

Item	Qty	Supplier	Contact	Phone no		Remarks
				B/H	A/H	

Annex C to Chapter 5:

List of commodities required for workers

Commodity	Unit	Day One	Day Two	Day Day	Day Four	Day Five	Day Six	Day Seven
Fresh Milk or UHT(1,2a,3a)	Ml	550ml	550ml	550ml	550ml	550m	550ml	550ml
Cheese(1)	Gm	6gm	6gm	6gm	6gm	6gm	6gm	6gm
Fresh Eggs (40gm)(1)	Nos	2	2	2	2	2	2	2
Bacon Rashers(1)	Gm	30gm	30gm	30gm	30gm	30gm	30gm	30gm
Lamb Chops(1)	Gm	150gm			150gm		150gm	
Inside Steak (cube roll)(1)	Gm	125gm		125gm		125gm		
Rump Steak(1)	Gm		125gm		125gm			125gm
Sausages(1)	Gm	30gm		30gm			30gm	
Mince Steak(1)	Gm		40gm		40gm			40gm
Frankfurt(1)	Gm					40gm		
Ham Boneless(1)	Gm	10gm	190gm	10gm	10gm	10gm	190gm	10gm
Chicken Breasts(1)	Gm			225gm		225gm		225gm
Fresh Fruit Assorted(1)	Gm	120gm	120gm	120gm	120gm	120gm	120gm	120gm
Fruit Canned	Gm	220gm	220gm	220gm	220gm	220gm	220gm	220gm
Fresh Fruit Juice	Ml	120ml	120ml	120ml	120ml	120ml	120ml	120ml
Fresh Vegetables	Gm	225gm	225gm	225gm	225gm	225gm	225gm	225gm
Baked Beans Canned	Gm	45gm	45gm		45gm	45gm	45gm	
Mushrooms Canned	Gm		45gm	45gm	45gm		45gm	45gm
Tomatoes Canned	Gm	45gm		45gm		45gm		45gm
Frozen Vegetables Assorted	Gm	102gm	102gm	102gm	102gm	102gm	102gm	102gm
Fresh Onions(1)	Gm	60gm	60gm	60gm	60gm	60gm	60gm	60gm
Fresh Potato(1)	Gm	300gm	300gm	300gm	300gm	300gm	300gm	300gm
Fresh Bread(1)	Gm	210gm	210gm	210gm	210gm	210gm	210gm	210gm
PCP Cake/Biscuits	Nos	1	1	1	1	1	1	1
Flour(1)	Gm	42gm	42gm	42gm	42gm	42gm	42gm	42gm
Rice	Gm	15gm	15gm	15gm	15gm	15gm	15gm	15gm
Cornflour	Gm	2gm	2gm	2gm	2gm	2gm	2gm	2gm
Breakfast Cereals Assorted(1)	Gm	30gm	30gm	30gm	30gm	30gm	30gm	30gm
Butter/Margarine(1)	Gm	40gm	40gm	40gm	40gm	40gm	40gm	40gm
Cooking Oil	Ml	20ml	20ml	20ml	20ml	20ml	20ml	20ml
Jams Assorted(1)	Gm	16gm	16gm	16gm	16gm	16gm	16gm	16gm
Vegemite(1)	Gm	2gm	2gm	2gm	2gm	2gm	2gm	2gm
Peanut Spread(1)	Gm	2gm	2gm	2gm	2gm	2gm	2gm	2gm

Commodity	Unit	Day One	Day Two	Day Day	Day Four	Day Five	Day Six	Day Seven
Sugar(1,2b,3b)	Gm	80gm	80gm	80gm	80gm	80gm	80gm	80gm
Tea Bags(1,2c)	Gm	3gm	3gm	3gm	3gm	3gm	3gm	3gm
Coffee Instant(1,2c)	Gm	6gm	6gm	6gm	6gm	6gm	6gm	6gm
Drinking Chocolate(1,3c)	Gm	9gm	9gm	9gm	9gm	9gm	9gm	9gm
Fruit Juice Cordial(1,2c)	Ml	22ml	22ml	22ml	22ml	22ml	22ml	22ml

This list is a guide for ordering and compiling menus only, and will provide sufficient sustenance to sustain workers or DAPs during an emergency situation. To use this list, multiply the item weight by the amount of personnel to be fed, ie: fruit juice cordial (for day two) 22ml x by 1,000 person to be fed = 22lt of cordial.

Notes:

1. These items can be used to increase certain commodities when personnel undertake arduous activities. Multiply these items by 25 per cent in accordance with the guidelines at Chapter 6, paragraph 3 and Annex A
2. These items are used to increase certain commodities when personnel are operating in a hot environment. Increase the following by the amount indicated per day required, in accordance with the guidelines at Chapter 6, paragraph 3 and Annex A:

   2a increase by 120ml

   2b increase by 30gm

   2c increase 5gm

   2d increase by 5gm

   2e increase by 80ml

3. These items are used to increase certain commodities when personnel are operating in a cold environment and are used in accordance with the guidelines at Chapter 6, Paragraph 6.3 and Annex A:

   3a increase by 85ml

   3b increase by 30gm

   3c increase by 30gm

6. MENU PLANNING

General

1. Menus for Emergency Catering should be developed during the planning stage. Access to supplies and the availability of equipment and facilities eg power and refrigeration will influence the nature of menus. The food items contained at Annex C to Chapter 5 may be used to develop your menu.

Short, medium and long-term menus

2. Menus should be developed for the following three specific areas:
   - Short-term—6 hours or less (Example Menu contained at Annex A to this Chapter).
   - Medium-term—6 to 24 hours (Example Menu contained at Annex A to this Chapter).
   - Long-term—more than 24 hours.

Menu content

3. The menu content should reflect the nutritional requirements of the workers and DAPs and be developed with the following in mind:
   - Climatic conditions (a menu considering climate is at Annex B).
   - Conditions experienced by DAPs ie time of their last meal.
   - Conditions/types of tasks experience by workers ie arduous work (example of arduous menu contained at Annex A).
   - Special needs groups requirements (eg ethnic, religious, health, age etc).

Meal service styles

4. There are a number of styles of meal service which may be required to be considered and planned, for example on-site and off-site catering. Areas which need to be considered are as follows:
   - ***On-Site***—Menus should be developed to ensure feeding of workers and DAPs is efficient and satisfies the needs of the consumers. Consumers can be fed through single or multiple service sites.
   - ***Off-Site***—When planning menus for offsite catering services consideration should be given to:
     - — power;
     - — cleanliness of site;
     - — refrigeration;
     - — cooking facilities;
     - — distance from catering/distribution centre;
     - — equipment;
     - — ensure the personnel are briefed on how to cook and distribute; and
     - — the product should be easily and quickly cooked.

Special dietary requirements

5. The following matters need to be recognised:
   - Special meals may be required by some individuals for medical, cultural or religious reasons and should be considered in a disaster situation.
   - Given the foods available, try to accommodate such requirements as guided by the individual.

- Dietary information and special meals required for medical reasons may be available from hospitals and in-flight catering facilities. Information regarding meals required for cultural or religious reasons may be obtained from the relevant community religious or ethnic bodies.
- Consideration also needs to be given to certain individuals at different stages of life ie infants, pregnant women and the elderly. It is important to ensure that boiled, potable water which has been cooled is used to prepare infant formulae.

Reference

6. Health and Welfare Canada: Emergency Food Service: Planning for Disasters. Minister of Supply and Services Canada 1991. Cat. No. H34-45/1991E. ISBN 0 662 96826 3.

Annexes:

A. Example Menu
B. Example Menu for Climatic Conditions

Annex A to Chapter 6:

Example menu

The following are example menus for short and medium-terms:

Short-Term (6 hours or less):

Meal type	Item	Quantity per person
Snack	Bread	4 slices
	Ham	40 gm
	Lettuce	60 gm
	Cheese	50 gm
	Cake/Biscuits/Muesli Bar/Etc	1 portion
	Fruit Drink/Fruit Juice or	300 ml
	Cordial	60 ml
	Fresh Fruit	1 piece

Medium-Term (6–24 hours):

Meal Type	Item	Quantity per person
Breakfast	Assorted Cereals	30 gm
	Fried Eggs	2 each
	Grilled Bacon	30 gm
	Grilled Sausages	30 gm
	Baked Beans	45 gm
	Steamed Whole Tomato	45 gm
Lunch	Grilled Lamb Loin Chops and Fried Onions	150 gm
	Creamed Potato	112 gm
	Frozen Peas	51 gm
	Stir Fry Carrot and Zucchini	112 gm
	Fresh Fruit	120 gm
Dinner	Grilled Fillet Steak & Onion Gravy	125 gm
	Boiled Whole Potato	113 gm
	Frozen Beans	51 gm
	Steamed Cauliflower	57 gm
	Grilled Tomato	56 gm
	Canned Peaches	100 gm

Note: All meals are served with coffee, tea, cordial/fruit juice, bread, Assorted jams/ spreads, sugar and butter/margarine.

The above menu was obtained utilising items from the commodity list (Annex C to Chapter 5).

Arduous Activity Supplement

Annex C to Chapter 5 provides a table of food commodities for use to feed personnel. It is designed to provide each person with food equivalent to a daily average energy value of approximately 13300KJ. This provision more than adequately covers a persons requirements for normal activities. However, there are circumstances in which the physical workload involves expenditure of more energy than is available.

Therefore, if the physical workload of a person is unusually arduous a food supplement may be required. The supplement is calculated by increasing the following from the table at Annex C to Chapter 5, by 25%.

	Commodities
Milk Fresh or Milk UHT	Potatoes Fresh
Cheese	Bread
Eggs	Flour Plain
Meat items eg: beef, lamb, ham or chicken	Butter or Margarine
Fresh Fruit	Jams and Spreads
Vegetable Fresh	White Sugar
Onions Fresh	Tea, Coffee, Milo and Cordial

Example: Scotch fillet issued dinner Saturday = 125gm x 25% = 156gm.
156gm is the new entitlement of scotch fillet per person who is working in arduous conditions.

Annex B to Chapter 6:

Example menu for climatic conditions

Hot Environment

A hot environment supplement is provided to meet the dietary requirements of personnel whose normal duties are carried out under hot and humid conditions. The following example menu utilises those items and increases the commodities listed table at Annex C to Chapter 5:

Meal	Commodity	Qty req per person	Hot environment supplement	Total item per person
Lunch	Grilled Steak	125 gm		125 gm
	Lettuce	50 gm		50 gm
	Tomato	57 gm		57 gm
	Coleslaw	56 gm		56 gm
	Potato Salad	150 gm		150 gm
	Boiled Egg	1 each		1 each
	Cucumber	56 gm		56 gm
	Bread	54 gm		54 gm
	Margarine/ Butter	12 gm		12 gm
	Fresh Fruit	120 ml		120 ml
	Cordial		80 ml	80 ml
	Tea/Coffee	2 gm	5 gm	7 gm
	Milk	150 gm	120 ml	270 ml
	Sugar	25 gm	30 gm	55 gm

Cold Environment

A cold/bad weather supplement is provided to meet the dietary requirements of personnel whose normal duties are carried out in cold or bad weather. The following items are issued in addition to the commodities listed at Annex C to Chapter 5:

Meal	Commodity	Qty per Person	Qty with cold/ bad weather supplement	Total Qty per person	Remarks
Lunch	Braised Lamb Chops	150 gm		150 gm	
	Creamed Potato	150 gm		150 gm	
	Braised Cabbage	57 gm		57 gm	
	Carrot Rings	56 gm		56 gm	
	London Rice	65 gm		65 gm	includes 50gm of end fruit
	Bread	54 gm		54 gm	
	Milk	150 ml	85 ml	235 ml	
	Milo	5 gm	30 gm	35 gm	
	Coffee/Tea	2 gm		2 gm	
	Sugar	25 gm	30 gm	55 gm	
	Butter/ Margarine	12 gm		12 gm	

7. SUPPLY OF WATER

Introduction

1. Water is necessary at any Emergency Catering Facility for:
   - drinking;
   - cooking; and
   - sanitation.

Drinking and cooking (potable)

2. Tap water may be used if the supply is declared safe. Bottled water in large or small containers must be obtained from reputable suppliers. Advice should be sought from the local authority Environmental Health Officer (EHO) on the suitability of alternative suppliers. If quantities are limited the best quality water should be used for drinking or cooking purposes. It may be necessary to boil (by bringing to a bubbling boil for 5-10 minutes) or chemically treat, using calcium hypochlorite, household bleach or tincture of iodine, larger volumes of water to make it potable. The local health authority EHO should be consulted for specific disinfection guidance.

> **PRINCIPLE**
>
> **Water should be safe for the purpose for which it is used and readily available in adequate quantities.**

Transport

3. Water may be transported by tanker or in approved containers. Precautions must be taken to ensure the tankers or containers are appropriate and clean (eg bulk liquid food tanker). If in doubt, vigorous cleaning methods must be used, including several washes/rinses with water and steam cleaning for at least 60 minutes.

Storage

4. Water must be stored and dispensed, so that it cannot be contaminated. Disinfecting the water with a chemical disinfectant, such as chlorine, is important for inhibiting the growth of pathogenic organisms during storage. Advice on monitoring of the quality of water supply and storage should be sought from the local EHO.

Usage allowance

5. The minimum quantities of water required are as follows:

Category	*Litres*
person	20
feeding unit per person	30

Drinking Allowance—The drinking water part of this allowance is 4 litres per day and must be increased in hot conditions or where heavy work is being done.

Sanitation

6. Water for sanitation purposes may only be available from sources such as dams streams or bores. Prior to use in the catering area this water will require treatment. Advice on treatment must be sought from the local health authority EHO.

7. Potable water is required for cleaning, washing etc if quantities allow. If quantities of potable water are limited, the best quality water should be saved for drinking and cooking purposes.

8. Sanitising processes are described in Chapter 21.

Reference

9. Health and Welfare Canada: Emergency Food Service: Planning for Disasters. Minister of Supply and Services Canada 1991. Cat. No. H34-45/1991E. ISBN 0 662 96826 3.

8. ADMINISTRATION

Introduction

Record Keeping

1. In order to ensure smooth operations during an emergency or subsequent difficulties it is imperative to maintain certain records such as:

   - sign-on/sign-off sheets for catering personnel to show name, time on and time off;
   - work rosters which identify the individual in relation to time and assignment of shift;
   - situation reports (SITREPs) should summarise the current situation and anticipated developments and problems (see Annex A);
   - a daily operations log (a master record containing all details of activities—see paragraph 3 and see Annex B for Catering Operations Briefing Form;
   - a donations log sheet which include description, date, quantity of items, the location and donor details;
   - a borrowed equipment register which includes description, date, quantity of items, locations, owner details, and any conditions (eg return date);
   - a purchases register which includes date, item, quantity, vendor and cost;
   - a request for reimbursement form for personal expenses of volunteers and staff during an emergency (travel, telephone, postage expenses incurred—see Annex C);
   - a claim form relating to payment of accounts from suppliers (see Annex D); and
   - an incident report recording all details head office administration (see Annex E).

2. The Catering Supervisor should appoint a person to maintain all records logs.

> **PRINCIPLE**
>
> **During an emergency all details of activities must be recorded in the daily operations log.**

Operations log

3. Daily operations log is used for the entry of all data at the time of the emergency and should include:

   - significant management decisions and discussions;
   - daily summaries of meals served and problems encountered;
   - any change in the numbers fed;
   - details of requests;
   - record of temperature monitoring carried out daily on refrigerators, chillers, freezers, and hot units;
   - details of donations (description of article, date given, quantity, owner details);
   - details of borrowed equipment (description of equipment, date given, quantity, owner details, return date); and
   - details of purchases (date item purchased, quantity, vendor, cost and location).

4. When time and resources allow the above information can be transported to separate register/records for bookkeeping purposes (eg donations, borrowed equipment or purchase registers).

5. Use the daily operations log to:
    - brief replacement personnel or a senior officer;
    - refer to earlier decisions;
    - maintain continuity; and
    - keep a record of borrowed equipment and supplies.

Security

6. Other documents are necessary for on-site security (eg personnel identification). A recognised emergency uniform may be utilised in conjunction with I.D.

Communication

7. A communication board should be established for conveying information to catering personnel.

Signs

8. Signs should be displayed to indicate the services, location and hours of catering operations available.

Reference

9. Health and Welfare Canada: Emergency Food Service: Planning for Disasters. Minister of Supply and Services Canada 1991. Cat. No. H34-45/1991E. ISBN 0 662 96826 3.

Annexes:

A. Situation Report (SITREP)
B. Emergency Services Catering Operations Briefing Form
C. Request for Reimbursement Form
D. Claim Form
E. Incident Report

Annex A to Chapter 8:

Situation Report (SITREP)

SITREP NO: ..... DATE: ..... TIME: .....
REPORT RECEIVED FROM: .....
CONTACT DETAILS: .....
TYPE OF OPERATION: .....
LOCATION: ..... REGION: .....
.....
MAP: ..... MAP REF: .....

EMERGENCY SERVICES INVOLVED

NO. OF UNITS: ..... NO. OF PERSONS: .....
UNIT NAMES: .....
.....
.....
.....

SITUATION DESCRIPTION

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

TASKS UNDERTAKEN

CATERING	YES/NO	REGISTRATION	YES/NO	FIRST AID	YES/NO

NOS OF PERSONS EMERGENCY SERVICES PERSONNEL: .....
GENERAL PUBLIC/EVACUEES: .....
FURTHER DETAILS: .....
.....

FUTURE REQUIREMENTS/FURTHER SUPPORT REQUEST

.....
.....
.....
.....
.....
ACTION TAKEN: .....
.....
.....

SITREP TAKEN BY:

Annex B to Chapter 8:

Emergency Services Catering Operations Briefing Form

DATE: _____ **REGION:** _____

TIME: _____ **NAME:** _____

ACTIVATING AUTHORITY:

☐ SES ☐ POLICE ☐ FIRE SERVICE ☐ MUNICIPAL/SHIRE

CONTACT NAME: _____ PHONE NO: _____

INCIDENT TYPE & LOCATION:

☐ FIRE ☐ FLOOD ☐ SEARCH ☐ WINDSTORM

☐ OTHER _____

LOCATION: _____

WAS LOCAL CATERING AGENCY INVOLVED? ☐ YES ☐ NO

IF YES

CONTACT NAME: _____ PHONE NO: _____

SERVICE REQUESTED:

☐ LIGHT REFRESHMENTS
eg sandwiches, soup, cake, fruit _____

_____

_____

☐ HOT/COLD SUBSTANTIAL MEAL
eg BBQ, cold meats and salads, casserole/stew and vegetables, soup and rolls

_____

_____

☐ DRINKS _____
eg coffee, tea, cordial, fruit juice, water (NO FIZZY OR HIGHLY ICED DRINKS)

☐ OTHER/SPECIAL ORDER _____

ESTIMATED NUMBER OF PERSONNEL _____

DELIVERY DETAILS: _____

_____

NB: Red Cross does not deliver food to incident site

LOCATION OF CATERING POST/POINT: _____

_____

Include map reference and appropriate directions

FACILITIES AVAILABLE: _____

_____

_____

_____

_____

_____

eg communications, water, power, cooking facilities, size, tiolets, equipment accesss

ON-GOING REQUIREMENT? ☐ YES ☐ NO

MEAL TIME	MEAL TYPE
_____	_____
_____	_____
_____	_____
_____	_____

ON ATTENDANCE AT POST REPORT TO: _____

ANY FURTHER INFORMATION: _____

_____

_____

_____

_____

_____

Annex C to Chapter 8:

Request for Reimbursement Form

Payment of Accounts from Suppliers

TRAVEL EXPENSES		
DATE OF TRAVEL	PURPOSE OF JOURNEY	DISTANCE TRAVELLED (KMS)

TELEPHONE EXPENSES		
GENERAL CALLS	AMOUNT $	CLAIMED c
LOCAL CALLS		
STD CALLS		
TOTAL		
CALLS RELATING TO ACTIVATIONS (INCL. SINGLE INCIDENTS)		
	AMOUNT $	CLAIMED c
LOCAL CALLS		
STD CALLS		
TOTAL		

OTHER EXPENSES		
eg postage, photocopying, hire of hall – please provide details	AMOUNT $	CLAIMED c

NAME _____

POSITION HELD _____ REGION _____

ADDRESS _____

TELEPHONE _____ SIGNATURE _____

Annex D to Chapter 8:

Claim Form

Payment of Accounts from Suppliers

INFORMATION RELATING TO ACCOUNTS

THESE ACCOUNTS ARE FOR: (PLEASE COMPLETE RELEVANT SECTION)

☐ *INCIDENT* DATE TYPE OF INCIDENT LOCATION

_____

☐ *EXERCISE* DATE TYPE OF EXERCISE LOCATION

_____

☐ *SINGLE INCIDENT* DATE FAMILY NAME LOCATION

_____

☐ *OTHER – PLEASE PROVIDE DETAILS*

_____

CHEQUE DETAILS

CHEQUES MADE OUT TO	ADDRESS	AMOUNT $

NOTE: CHEQUES WILL BE FORWARDED DIRECT TO PAYEE UNLESS OTHERWISE REQUESTED

NAME _____

POSITION HELD _____ REGION _____

ADDRESS _____

TELEPHONE _____ SIGNATURE _____

FOR REIMBURSEMENT OF PERSONAL EXPENSES, PLEASE COMPLETE THE REVERSE SIDE

PLEASE ATTACH REPORT OF INCIDENT/EXERCISE AND ACCOUNTS

Annex E to Chapter 8:

Incident Report

REGION: _____ UNIT: _____

DATE OF INCIDENT: _____ TIME OF CALL OUT: _____

REPORT FILED BY: OFFICE HELD:

CALL OUT AUTHORITY

☐ SES ☐ POLICE ☐ FIRE SERVICE

☐ MUNICIPALITY _____ ☐ OTHER _____

(Please specifiy) (Please specify)

INCIDENT DETAILS

☐ FIRE ☐ FLOOD ☐ SEARCH ☐ WINDSTORM

☐ OTHER _____

(Please specify)

LOCATION OF INCIDENT _____

_____ MAP REFERENCE _____

LOCATION OF RED CROSS PERSONNEL _____

NO. OF RED CROSS PERSONNEL DURATION OF INCIDENT

DETAILS OF SERVICE PROVIDED

☐ HOT MEALS ☐ LIGHT REFRESHMENT ☐ REGISTRATION

☐ FIRST AID ☐ RECOVERY

REGISTRATION DETAILS

	BASE COORDINATOR	UNIT	REGION
SHIFT ONE			
SHIFT TWO			
SHIFT THREE			
SHIFT FOUR			

NO. OF RED CROSS TEAM MEMBERS INVOLVED: _____

WAS ADDITIONAL HELP REQUIRED? ☐ YES ☐ NO _____

(If 'Yes', please specify)

EQUIPMENT (cards etc) SUPPLIED BY _____

NO. OF PERSONS REGISTERED _____ NO. OF RELATIVE/FRIEND INQUIRIES _____

NO. OF INQUIRIES MATCHED NO. OF INQUIRIES SATISFIED

CATERING DETAILS

	BASE COORDINATOR	UNIT/TEAM	REGION
SHIFT ONE			
SHIFT TWO			
SHIFT THREE			
SHIFT FOUR			

NUMBER OF PERSONNEL CATERED FOR

SES _____ POLICE _____ FIRE SERVICE _____ CIVILIAN _____

OTHER _____ TOTAL _____

(Please specify)

NUMBER OF MEALS PREPARED

HOT MEALS ___ COLD MEALS _____ DRINKS _____ TOTAL _____

RED CROSS CATERING RESOURCE CALLED OUT? ☐ YES ☐ NO

IF 'YES' WHERE FROM _____

AUTHORISED ☐ CATERING OFFICER ☐ ESLO/DLO ☐ HEAD OFFICE

FIRST AID DETAILS

	BASE COORDINATOR	UNIT	REGION
SHIFT ONE			
SHIFT TWO			
SHIFT THREE			
SHIFT FOUR			

ESTIMATE NUMBER OF PERSONS ASSISTED _____

NO OF RED CROSS FIRST AID PERSONNEL INVOLVED _____

WAS THE REGIONAL DISASTER FIRST AID KIT UTILISED? ☐ YES ☐ NO

RECOVERY DETAILS

ASSISTANCE REQUESTED BY: _____

TYPE OF ASSISTANCE REQUESTED: _____

_____

_____

_____

NUMBER OF VOLUNTEERS INVOLVED

Section 3—Site operations

9. STORAGE

General

1. Storage must be provided for food stocks, utensils and equipment. It must be:
   - protected from contamination (eg waste disposal areas, vermin etc);
   - adequate to store quantities required on-site;
   - appropriate for the produce (eg chiller, freezer, dry goods);
   - secure and protected from interference and theft;
   - protected from the elements, eg cool, shady and dust free;
   - located in relation to access and preparation areas; and
   - compliant with food safety and hygiene requirements.

> **Principle**
>
> **Protect from contamination**

Reference

2. Health and Welfare Canada: *Emergency Food Service: Planning for Disasters*. Minister of Supply and Services Canada 1991. Cat. No. H34-45/1991E. ISBN 0 662 96826 3.

10. SITE MANAGEMENT

INTRODUCTION

1. The choice of the catering site will be determined by the extent of the emergency

> **PRINCIPLE**
>
> **Site selection should be undertaken in the early Management stage.**

Catering site types

2. There are several different types of catering sites such as:
   - established kitchens;
   - halls or buildings with minimal facilities;
   - feeding stations, field kitchens; and
   - mobile facilities.

Site selection

3. Regardless of the type of site, the management principles will be similar. Generally there will be little scope to alter the layout of an established kitchen. Minor additions or alterations may need to be made to accommodate the scope and nature of the operation.

Safety and suitability

4. Buildings without catering facilities, feeding stations and mobile facilities will need to be established with the general principles of food hygiene and operational requirements in mind. To some extent the prevailing circumstances may dictate the location but criteria which can be used to assess the safety and suitability of the site are:
   - high ground that is well grassed, if possible, and of good natural drainage;
   - vehicle access (bitumen preferred);
   - existing building preferred (primarily for stores);
   - potable water source if possible (primary) and supply of water for sanitation (secondary);
   - power (reticulated supply or portable generator);
   - close to emergency evacuation centres;
   - facilities for waste-water disposal; and
   - ventilation.

Site layout

5. Some general considerations for site layout are:
   - flow chart should be such as to preclude cross contamination (ie one-way product flow). (*See also* Food Safety and Hygiene Section);
   - food storage should be close to food preparation and to vehicle access;
   - sufficient and safe working areas (OH&S);
   - security and guarding of both food stores and equipment;

- streamlined flow through serving areas;
- food waste receptacles need to be conveniently located near to preparation, serving and mess areas;
- siting of hand washing facilities;
- siting of toilets and handwashing facilities (see Chapter 14); and
- waste-water disposal.

Example layouts are shown at Annexes A, B, C and D to Chapter 10.

Feeding stations

6. If an appropriate existing structure cannot be found, a feeding station should be designed to provide protection from the weather, and promote hygiene with features such as:
   - waterproof roofing for protection from weather;
   - floor area appropriately covered;
   - hessian or other screening materials as walls;
   - cooking appliances sited on level ground;
   - cooking utensils stored on racks;
   - hessian screens or mosquito nets to fly proof preparation area; and
   - clean, firm tables without cracks for food preparation.

Catering for workers

7. A separate food service area should be provided for emergency workers. This will ensure that:
   - workers with limited time will not be delayed;
   - the perception that workers get preferential treatment is avoided; and
   - the special nutritional need of workers can be accommodated.

References

8. References for this Chapter are as follows:

   - Health and Welfare Canada: *Emergency Food Service: Planning for Disasters*. Minister of Supply and Services Canada 1991. Cat. No. H34-45/1991E. ISBN 0 662 96826 3.
   - Health and Community Services, Victoria: *Food Premises Code, 2nd Edition*. Victoria, September 1994.
   - Health and Community Services, Victoria: *Food Hygiene Code for Catering, Temporary Premises and Vehicles*. Victoria, August 1995.
   - Health and Community Services, Victoria: *Food Handler Pamphlet Series*. Victoria, June 1995.
   - Health and Community Services, Victoria: *Gastrointestinal Illness Pamphlet Series*. Victoria, June 1995.
   - The Salvation Army Eastern Territory: *Disaster Support Plan*. 1995.
   - Red Cross Australia: *Bulk Catering Manual—Food Handling and Hygiene.* Victorian Red Cross.

Annexes:

A. Site Layout of an Emergency Catering Area
B. Site Management
C. Improvised Serving Line for an Emergency Catering Area (Single-Line)
D. Improvised Serving Line for an Emergency Catering Area (Double-Line)

Annex A to Chapter 10:

Site layout of an Emergency Catering Area

A straight line is the simplest layout, but a square or rectangular configuration can be used (Figures 1 and 2)

Figure 1

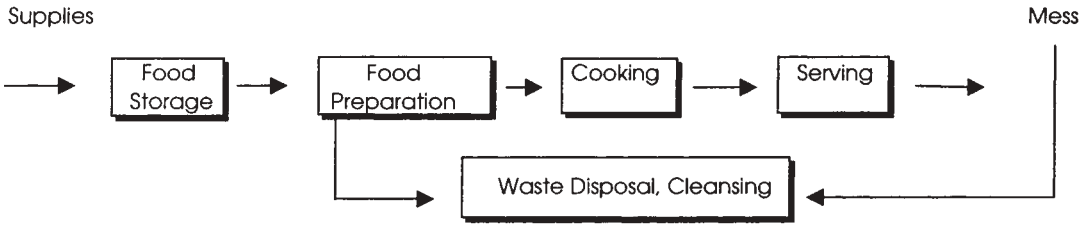
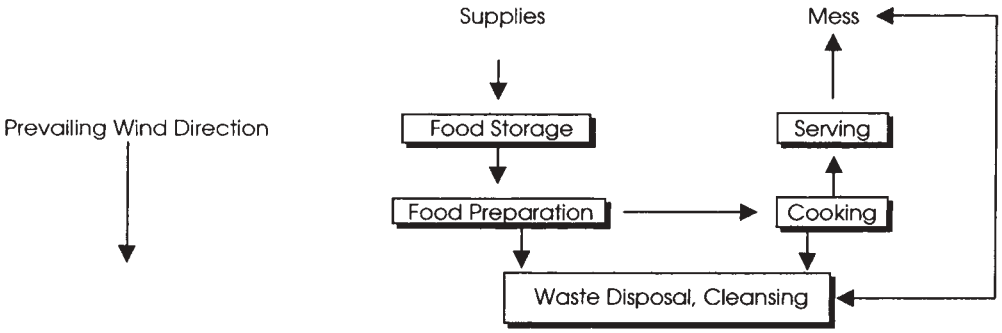
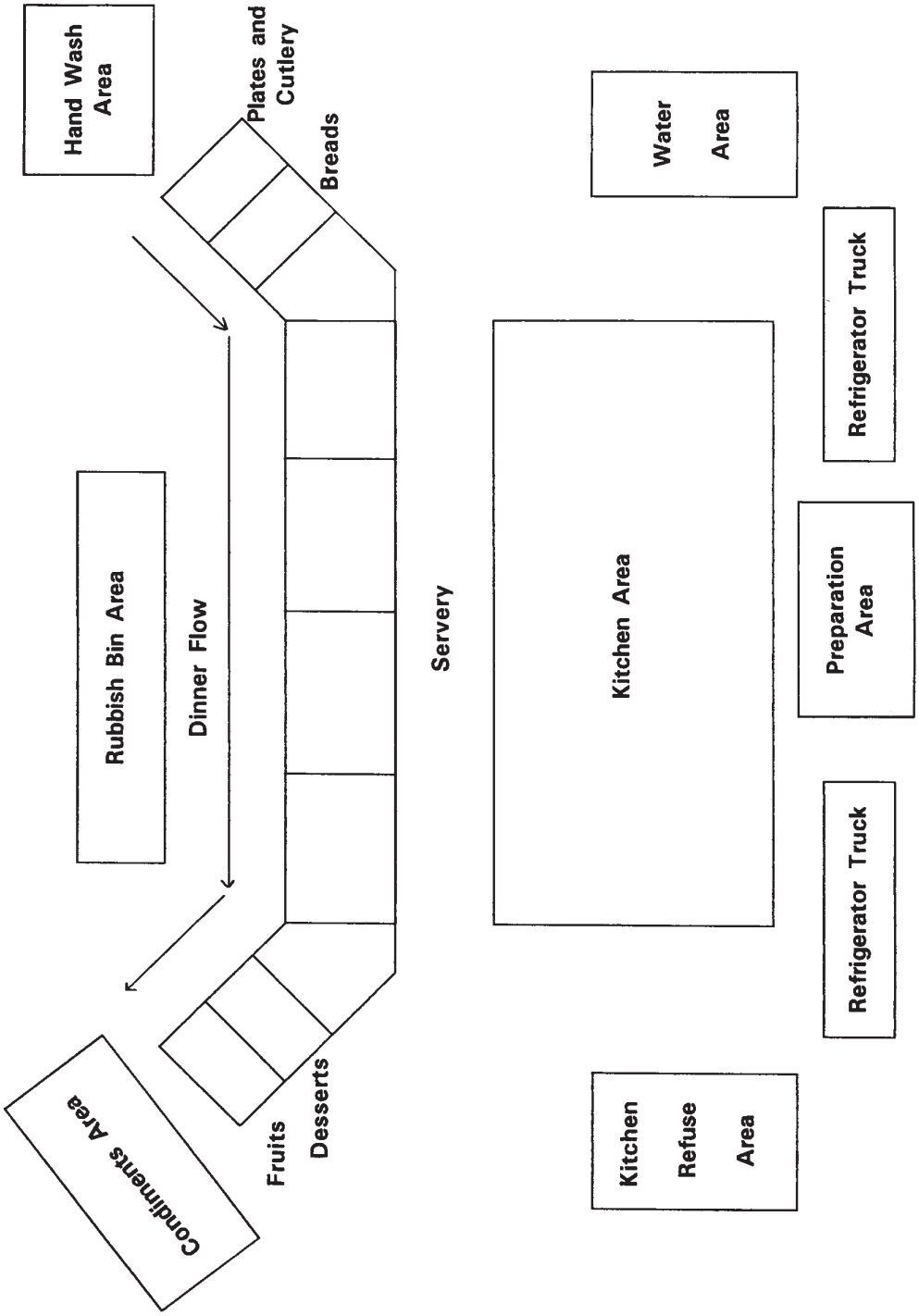


Figure 2



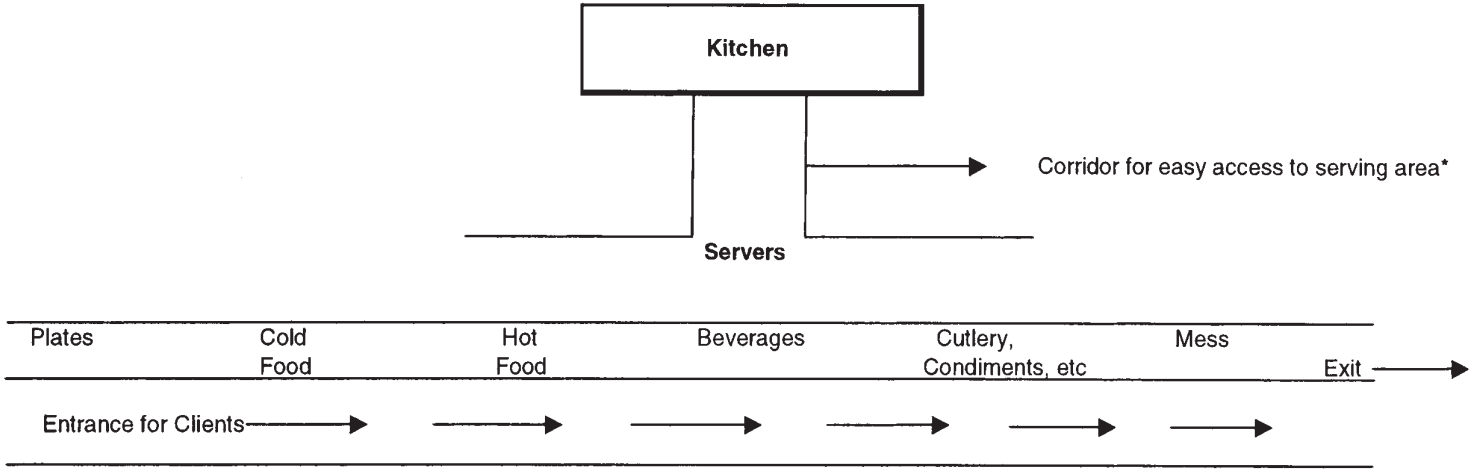
EXAMPLE—FIELD KITCHEN LAYOUT



Improvised serving line for an Emergency Catering area (single-line)

To serve about 200 people an hour, arrange the following line service

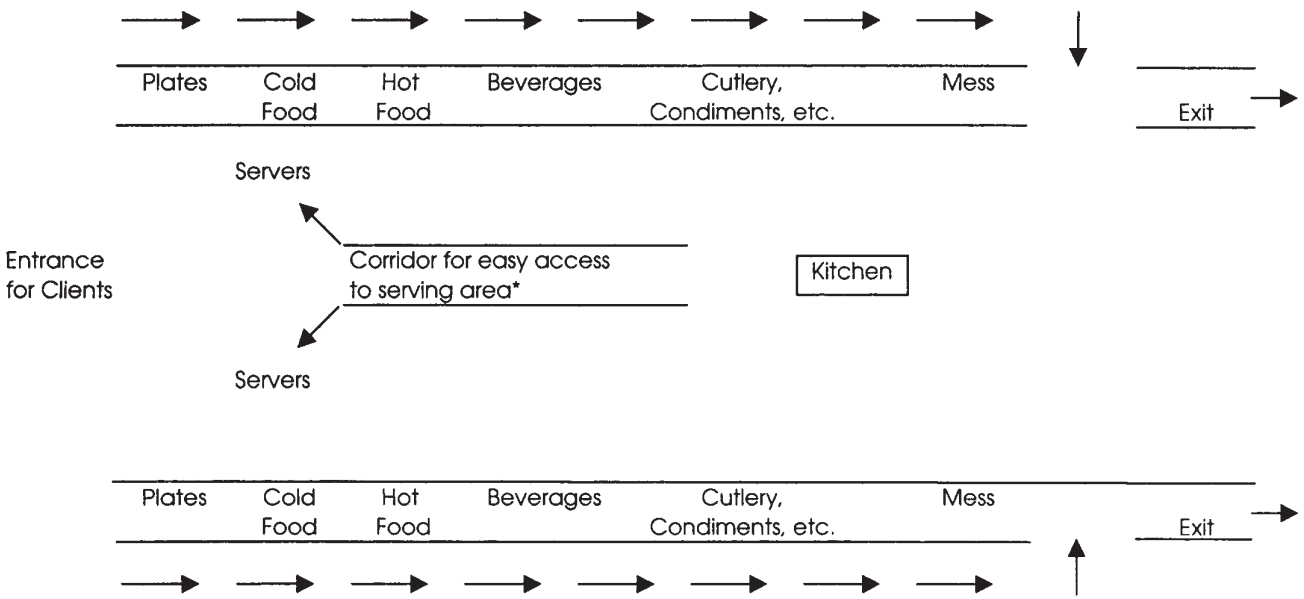
1. Single-line arrangements: one service counter



Provide one service counter for up to 200 clients an hour, and one additional counter for every 200-person addition. Always follow the above format.

* Staff use a staff-only service corridor to quickly replenish service counters with items prepared in the kitchen

2. Double-line arrangements: 2 service counters



*To ensure food replenishment, provide an exclusive pathway for staff between the kitchen and service counters.

11. SITE PERSONNEL ROLES AND RESPONSIBILITIES

Introduction

1. This Chapter specifies the role of the Catering Supervisor or Deputy as the key person at any Emergency Catering Facility.

Catering supervisor's responsibilities (or deputy)

Operations Checklist—Initial Tasks

2. These are as follows:

- Meet the site representative.
- Check catering space allotment.
- Mobilise adequate numbers of personnel (if not already mobilised) and prepare duty rosters.
- Identify personnel to supervise specific areas or functions, (refer also to Chapter 4, paragraph 13).
- Set-up administration area.
- Issue formal ID.
- Brief personnel on the following:
  - The number of people expected.
  - Problem areas.
  - Unusual resource requirements.
  - Assignments of tasks. (Note: Catering supervisor should provide a copy of relevant sections to personnel as required.)
  - Summary of key points in this manual ? Who to contact for assistance (catering, ambulance, police, fire, etc).
  - First-Aid Station Locations.
- Arrange heating of water for beverages.
- Check whether the following are ready to be used:
  - Food receiving area.
  - Food storage area.
  - Kitchen area.
  - Dishwashing area.
  - Refrigeration units.
  - Garbage receptacles.
  - Mess area.
  - Service counters.
  - Entrances and exits.
  - Traffic flow areas.
  - Hand-washing facilities.
  - Waste water disposal facilities.
- Check numbers to be fed (evacuees, disaster-affected persons and food catering and other workers).
- Check the need for a mobile team.

- Set up priorities (for hot beverages, etc).
- Determine special dietary needs and cultural food preferences.
- Start logs for food, equipment, donations and purchases.
- Check supplies and restock as necessary.
- Contact food suppliers.
- Ensure food safety, personal hygiene and sanitation guidelines are enforced (establish cleaning/sanitising program).
- Check safety and security measures in the food area.
- Ensure that animals are excluded from food preparation and mess areas.
- Contact back-up personnel if necessary.
- Prepare public information about:
  - meal hours; and
  - menus.
- Maintain regular liaison with ECC.

> **PRINCIPLE**
>
> **Maintain hygiene conditions under any circumstances DO NOT COMPROMISE!**

Operations checklist—continuing tasks:

3. These are as follows:
   - brief the ECC;
   - establish daily schedules (cleaning/sanitising, menu, rosters and supplies); and
   - keep personnel abreast of all changes (brief and de-brief each shift).

Operations checklist—closing tasks:

4. These are as follows:
   - Pack up supplies and equipment.
   - Return borrowed property and equipment and obtain receipts for same.
   - Ensure that kitchen and food storage areas are clean and refrigerators are empty.
   - Restore the rest of the premises to its original conditions, restocking equipment and supplies if necessary.
   - Inspect the kitchen area and report any damages.
   - Give receipts and outstanding invoices to the ECC.
   - Debriefing with key participants.
   - Write a final report on the ECS operation to the ECC.
   - Arrange ‘thank you’ letters or recognition of staff and donors of goods, services and facilities.

> **PRINCIPLE**
>
> **Personnel must understand their roles and responsibilities.**

References

5. References for the Chapter are as follows:

- Health and Welfare Canada: *Emergency Food Service: Planning for Disasters*. Minister of Supply and Services Canada 1991. Cat. No. H34-45/1991E. ISBN 0 662 96826 3.
- The Salvation Army Eastern Territory: *Disaster Support Plan*. 1995.
- Red Cross Australia: *Bulk Catering Manual—Food Handling and Hygiene*. Victorian Red Cross.

12. WASTE DISPOSAL

Refuse disposal

1. It is important to include all the following tasks:
    - Remove refuse from the food preparation and storage areas on a regular basis to a collection area.
    - Ensure the refuse storage area is located as far away from the food preparation area as is practicable.
    - Where possible, separate the wet rubbish from dry rubbish, ensuring wet rubbish is bagged and sealed.
    - Place refuse in garbage bags and place in bins with tight fitting lids. If bins are not available, seal bags and protect them from tears to prevent access by pests. All containers should be frequently emptied and cleaned.
    - Place refuse bins on a hard surface eg galvanised iron sheeting.
    - Keep area around refuse bins clean; storage on a hard surface is preferred.
    - Ensure that refuse in the collection area is removed at least once a day to a tip to minimise odours and pests.
    - If refuse cannot be removed daily seek advice from the EHO and request that the rubbish and surrounding areas be treated, disinfected and deodorised.

> **PRINCIPLE**
>
> **Allocate food handling and non food production duties to separate personnel.**

Waste water disposal

Non-hazardous waste

2. The following should be remembered:
    - Where waste water cannot be directly disposed of to a sewer or septic tank system, adequate storage capacity for waste water or disposal to a designated site, down wind and down slope and at least 50m from the catering site and water sources should be ensured.
    - Waste water from kitchens contains a considerable amount of fat in the form of grease and soap. This can be removed from the waste water prior to disposal by using grease traps.
    - In the event of alternative waste water disposal being required, the EHO should be contacted.

Hazardous waste disposal

3. Special disposal methods may be required for pesticides, cleaning compounds, vehicle lubricants, etc or waste water containing them. Advise should be sort from EHO on proper disposal procedures.

> **PRINCIPLE**
>
> **The primary aim of waste water disposal is to prevent the transmission of disease and to make areas safe and accessible.**

13. PEST CONTROL

Introduction

1. The most common pests likely to be encountered are flies, mosquitoes, cockroaches, rats, mice, birds, foxes and possums.

Pest control rules

2. Some basic rules for pest control are:

- keep all food preparation and storage areas clean, especially under benches and behind equipment;
- provide an adequate number of rubbish bins, keep the bins covered and empty frequently;
- wash and disinfect the refuse area regularly and spray with insecticide;
- take measures to keep vermin out including erecting screens, keeping doors closed, and eliminating gaps;
- keep food covered, to protect from dust, other airborne contaminants and pests;
- if pest control measures prove to be inadequate, or use of pesticides is required contact the Environmental Health Officer for advice;
- store food properly (see Chapter 20); and
- place fly traps at intervals around perimeter.

> **PRINCIPLE**
>
> **Build them out. Starve them out. Knock them out.**

References

3. References used in this Chapter are as follows:

- The Salvation Army Eastern Territory: *Disaster Support Plan*. 1995
- Red Cross Australia: *Bulk Catering Manual—Food Handling and Hygiene*. Victoria Red Cross.
- *Australian Emergency Manual—Disaster Medicine* (Chapter 20, Public Health) Emergency Management Australia, January 1995.
- Australian Institute of Environmental Health—*Emergency Management Training Notes*.

14. TOILETS

Location and utilisation

1. Correct location and utilisation of toilets is essential. Matters to be considered include the following:

   - Field toilets should be located down wind and down slope from the catering facility (preferably 100m away), accommodation areas (30-100m) and water source (50m) in a dry, well drained position.
   - Where possible separate toilets which are easily accessible should be provided for food catering personnel.
   - Hand washing facilities should be provided in close proximity to field toilets.

   PRINCIPLE

   Hand-washing after using toilets is critical.

Further information

2. In the event of field toilet facilities being required, contact the EHO for information.

References

3. References used for this Chapter are as follows:

   - Health and Welfare Canada: *Emergency Food Service: Planning for Disasters*. Minister of Supply and Services Canada 1991. Cat. No. H34-45/1991E. ISBN 0 662 96826 3.
   - The Salvation Army Eastern Territory: *Disaster Support Plan*. 1995.
   - Red Cross Australia: B*ulk Catering Manual—Food Handling and Hygiene*. Victorian Red Cross.
   - *Australian Emergency Manual—Disaster Medicine* (Chapter 20, Public Health) Emergency Management Australia, January 1995.
   - Australian Institute of Environmental Health—*Emergency Management Training Notes*.

Section 4—Food, safety and hygiene

15. WHAT ARE FOOD-BORNE INFECTIONS AND HOW DO THEY OCCUR?

Introduction

Causes

1. Food-borne infections or food poisoning as it is commonly called may be caused by bacteria, viruses, parasites or chemicals. Food poisoning can result after eating unsafe food or drinking unsafe water and can be passed on by ill foodhandlers.

Symptoms

2. Symptoms may include diarrhoea, vomiting, stomach pains, nausea, headaches, cramps, dehydration, fever and paralysis. It can take from a few hours to several weeks for symptoms to appear.

PRINCIPLE

The principles of good food hygiene must always be followed.

How they most commonly occur

Bacteria sources

3. Food poisoning bacteria are the most common cause of food-borne illnesses. They are widespread and can be found in soil, on animals and on people. Foods such as raw meat, poultry and vegetables may be sources of these bacteria. Poor food handling, storage and/or lack of personal hygiene, may result in food poisoning.

Bacteria multiplication

4. Usually, it takes large numbers of food poisoning bacteria to be present in food in order to cause illness. However, given the right conditions, bacteria can multiply very rapidly (Refer to Annex A, Chapter 15). These conditions include the following:

   - ***Time***—In ideal conditions, one bacterium can multiply to more than 2 million within hours.
   - ***Temperature***—Food poisoning bacteria grow best in the temperature range 5°C–60°C. This is called the 'temperature danger zone'. Food should not be left in the 'temperature danger zone'. for prolonged periods. Keep this time to an absolute minimum. Refer to Annex B to Chapter 15.
   - ***Nutrients***—Bacteria need their own food source to grow and multiply. They prefer and multiply rapidly in 'high-risk' or 'potentially hazardous foods'. Such foods can include dairy products, egg products, meat and poultry, smallgoods, fish, shellfish and fish products. 'High-risk' and 'potentially hazardous foods' which have been contaminated with food poisoning bacteria and then left in the 'temperature danger zone', if consumed can cause food poisoning.
   - ***Water***—Without moisture, the growth of bacteria slows down and may stop. Drying is an effective form of food preservation.

PRINCIPLE

High-risk foods must be stored or served at the correct temperature: cold foods at or below 5°C, hot foods at or above 60°C.

What to do if food poisoning occurs

5. If catering staff become aware of any reports of suspected food poisoning they should:
    - obtain the details of the person providing the information including:
        - — name;
        - — address;
        - — contact number;
        - — number of persons affected;
        - — symptoms; and
        - — details of any suspect foods; and
    - report the matter immediately to the catering supervisor.

Catering supervisor actions

6. If the catering supervisor becomes aware of any reports of suspected food poisoning they should:
    - ensure the appropriate details have been obtained;
    - remove any suspect foods from use, keeping the food in an appropriate secure place pending an investigation; and
    - report the matter immediately to an Environmental Health Officer or in their absence a medical person.

References

7. References used for this Chapter are as follows:

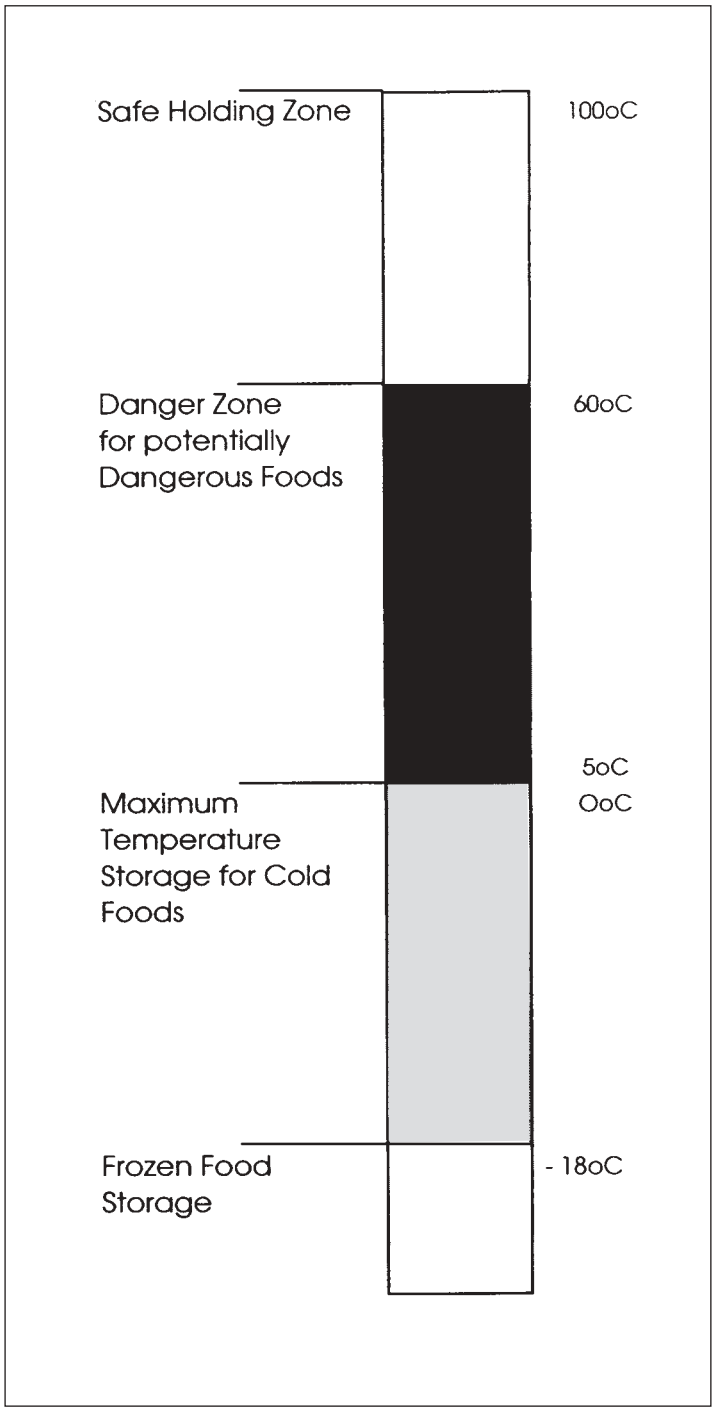
- Health and Community Services, Victoria: *Food Premises Code, 2nd Edition*. Victoria, September 1994.
- Health and Community Services, Victoria: *Food Hygiene Code for Catering, Temporary Premises and Vehicles*. Victoria, August 1995.
- Health and Community Services, Victoria: *Food Handler Pamphlet Series*. Victoria, June 1995.
- Health and Community Services, Victoria: *Gastrointestinal Illness Pamphlet Series*. Victoria, June 1995.
- The Salvation Army Eastern Territory: *Disaster Support Plan*. 1995.
- Red Cross Australia: *Bulk Catering Manual—Food Handling and Hygiene*. Victorian Red Cross.

Annexes:

A. Food Storage Temperatures
B. The Food-Borne Disease Chain

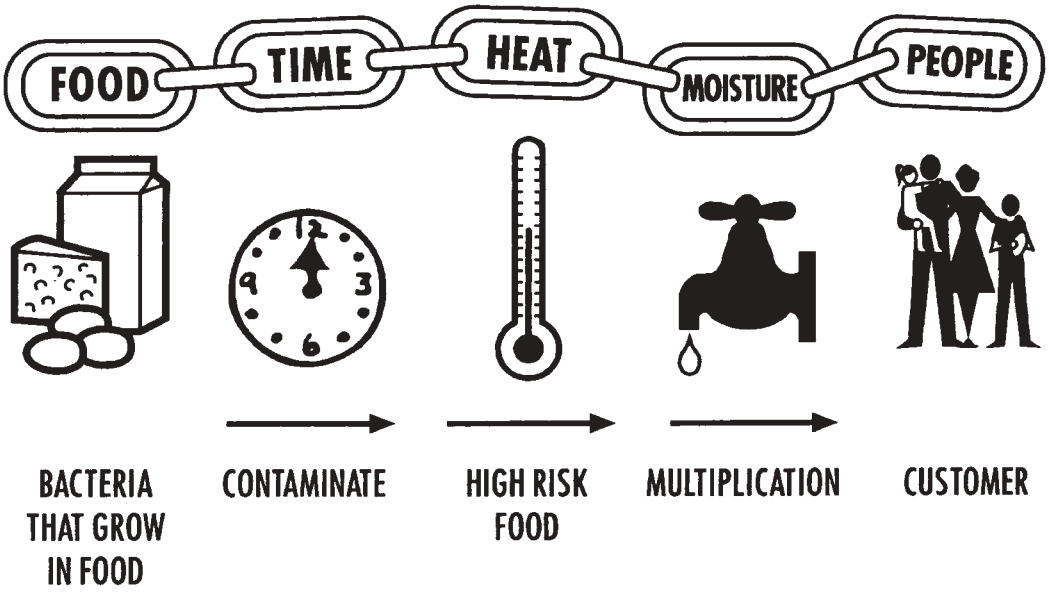
Annex A to Chapter 15:

Food storage temperatures



Annex B to Chapter 15:

The food-borne disease chain



In all cases of food poisoning, a 'chain of events' takes place. In order to prevent food-borne infections, this chain must be broken.

16. CROSS-CONTAMINATION

General

What is cross-contamination?

1. Cross-contamination is the transfer of bacteria from raw food, unclean utensils or unclean surfaces, to ready-to-eat food, clean utensils or clean surfaces.

How does it occur?

2. Cross-contamination can occur in two ways:

   - During Food Preparation—Hands, utensils and equipment such as cutting boards can become contaminated with bacteria from raw food. If these utensils, equipment and hands are then used to prepare ready-to-eat or cooked food, without first being thoroughly washed, then this food can become contaminated with bacteria from the raw food. As this food is not cooked again the bacteria in it will be consumed and may cause food poisoning.

> **PRINCIPLE**
>
> **Ensure thorough handwashing is carried out regularly.**

   - ***During Storage***—Bacteria from raw food can contaminate ready-to-eat or cooked food if these foods are not stored separately. If they are stored in the same refrigerator, raw food should always be stored in the lowest part of the refrigerator and ready-to-eat or cooked food on the shelves above. This prevents liquids from the raw food dripping on to the cooked food.
   - ***Storage Vessels***—Store food in clean non-toxic washable containers with a lid or cover with foil or plastic film.

> **PRINCIPLE**
>
> **Keep ready-to-eat/cooked foods separate from raw foods and in particular raw meat.**

References

3. References used in this Chapter are as follows:

   - Health and Community Services, Victoria: *Food Premises Code, 2nd Edition*. Victoria, September 1994.
   - Health and Community Services, Victoria: *Food Hygiene Code for Catering, Temporary Premises and Vehicles*. Victoria, August 1995.
   - Health and Community Services, Victoria: *Food Handler Pamphlet Series*. Victoria, June 1995.
   - Health and Community Services, Victoria: *Gastrointestinal Illness Pamphlet Series*. Victoria, June 1995.
   - The Salvation Army Eastern Territory: *Disaster Support Plan*. 1995.
   - Red Cross Australia: *Bulk Catering Manual—Food Handling and Hygiene*. Victorian Red Cross.

17. PERSONAL HYGIENE

Introduction

1. Workers with a gastric illness symptoms eg diarrhea, nausea or severe cold symptoms or with infected sores or cuts on the hands must not work in the Emergency Catering Service.

Personal hygiene

2. The following aspects of personal hygiene are important to prevent food poisoning outbreaks. These points are a guide to assist in the prevention of contamination of food, which may lead to food poisoning.

- ***Do:***
  - — wash hands with soap and water:
  - — prior to starting work;
  - — after going to the toilet;
  - — after touching hair, mouth, or other parts of the body;
  - — after blowing your nose, coughing or sneezing;
  - — between handling raw and cooked foods or other ready to eat foods;
  - — after handling dirty plates, glasses, cutlery or other utensils;
  - — after any absence from the preparation and serving area;
  - — after cleaning;
  - — after smoking;
  - — after handling refuse;
  - — ensure disposable handtowels are provided and used at all times;
  - — ensure water is changed between washes when bowls are used for hand washing due to lack of running water;
  - — maintain good personal habits including:
    - * keep hair and body clean;
    - * keep nails short;
    - * ensure clothing is kept clean;
    - * keep long hair tied back;
    - * wear clean clothing or a clean apron; and
    - * wear disposable gloves;
  - — ensure all cuts, burns and other skin conditions are covered with a clean waterproof dressing. Change dressings if they become soiled;
  - — dispose of any food contaminated with blood or food that has come into contact with uncared cuts or sores, eg boils; and
  - — report any symptoms of gastric illness to the catering supervisor.

PRINCIPLE

Personal hygiene in handling food in disaster Situations is of the utmost importance.

- ***Do not:***
  - — smoke within the food preparation, storage or serving area;
  - — sneeze or cough on or near exposed food;
  - — taste food using fingers or a ladle which is returned to the food;
  - — scratch the body or touch the mouth whilst handling food; and
  - — wear rings as they can harbour bacteria (wedding bands are acceptable).

Hand-washing

3. Hand-washing facilities are to be made readily available for all emergency workers and disaster-affected persons. Water should be changed regularly.

References

4. References used in this Chapter are as follows:

- Health and Community Services, Victoria: Food Premises Code, 2nd Edition. Victoria, September 1994.
- Health and Community Services, Victoria: Food Hygiene Code for Catering, Temporary Premises and Vehicles. Victoria, August 1995.
- Health and Community Services, Victoria: Food Handler Pamphlet Series. Victoria, June 1995.
- Health and Community Services, Victoria: Gastrointestinal Illness Pamphlet Series. Victoria, June 1995.
- The Salvation Army Eastern Territory: Disaster Support Plan. 1995.
- Red Cross Australia: Bulk Catering Manual—Food Handling and Hygiene. Victorian Red Cross.
- Australian Emergency Manual—Disaster Medicine (Chapter 20 Public Health), Emergency Management Australia, January 1995.

18. FOOD HYGIENE

Handling of raw and prepared food

Preventing illness

1. To prevent food-borne illness, the following food hygiene practices should be implemented:

- ***Do:***
  - — avoid unnecessary human contact with food (ie use tongs, ladles and other such utensils), and where gloves are used, they must be changed regularly;
  - — prevent cross-contamination;
  - — keep raw and cooked or ready-to-eat foods in separate facilities. Where this is not possible, cooked and ready to eat foods must be stored above raw foods;
  - — thoroughly wash and sanitise preparation benches, cutting boards and utensils between handling raw and cooked foods;
  - — store and serve all potentially hazardous foods at the correct temperature, below 5°C or above 60°C;
  - — minimise the time potentially hazardous foods spend in the 'temperature danger zone' (ie between 5°C and 60°C);
  - — heat and chill foods rapidly, and where possible heat small quantities to 75°C or greater throughout and stir to make the heating process faster;
  - — check packages/cans for damage or rust (including blown cans), and check the labelling on packages and cans before use, in particular, the use-by/best before date;
  - — dispose of any food which has been left over after meal service;
  - — use thawed food immediately or keep chilled;
  - — store all clean utensils and food contact equipment in a manner which protects them from contamination and from airborne contaminants, vermin and insect pesticides;
  - — check utensils for cleanliness immediately before use and clean if required;
  - — protect food from contamination by dust, other airborne contaminants and pests;
  - — dispose of any food suspected of being containated with dust, insect pests, blood or any other contaminating matter;
  - — ensure when cooling hot food that the depth of the food is not greater than 100mm;
  - — thaw frozen food in a refrigerator, or by cold running potable water, or in the microwave;
  - — thoroughly wash fresh fruit and vegetables before serving and avoid handling foods after cooking;
  - — correctly store foodstuffs not actually under preparation;
  - — frequently remove garbage awaiting disposal from kitchens and store it in a vermin-proof area;
  - — wash, rinse, dry, and store dirty food service equipment and utensils as work progresses;
  - — use only potable water for cooking and cleaning of utensils; and
  - — clean up accidental food spillage as it occurs.

PRINCIPLE

Avoid unnecessary contact with food: use tongs, ladles etc.

- ***Do not:***
  - — thaw frozen food at room temperature;
  - — re-freeze thawed foods;
  - — use food from damaged packages;
  - — use food showing signs of spoilage, eg cans which are bulging or rusting;
  - — taste food using fingers or a ladle which is returned to the food;
  - — lick your fingers to separate wrapping papers, serviettes or paper plates; and
  - — use the same utensils for raw and cooked/ready-to-eat foods.

References

2. References used in this Chapter are as follows:

- Health and Community Services, Victoria: *Food Premises Code, 2nd Edition*. Victoria, September 1994.
- Health and Community Services, Victoria: *Food Hygiene Code for Catering, Temporary Premises and Vehicles*. Victoria, August 1995.
- Health and Community Services, Victoria: *Food Handler Pamphlet Series*. Victoria, June 1995.
- Health and Community Services, Victoria: *Gastrointestinal Illness Pamphlet Series*. Victoria, June 1995.
- The Salvation Army Eastern Territory: *Disaster Support Plan*. 1995.
- Red Cross Australia: *Bulk Catering Manual—Food Handling and Hygiene*. Victorian Red Cross.

19. TRANSPORTING FOOD

Introduction

1. Food should always be transported in a manner which prevents contamination and maintains correct safe temperatures.

2. Time spent in transporting any type of fresh, frozen or cooked food must be kept to a minimum.

Safety rules for transporting food

Hot and cold food

3. Hot food should be kept at a temperature of at least 60°C.

4. Food which requires refrigeration should be transported in a manner that maintains the food at or below 5°C. For example, a clean Esky with ice bricks on top of the food is a minimum requirement.

5. Frozen food should be kept frozen at less than -18°C.

Avoiding contamination

6. Unwrapped food that does not require either refrigeration or to be kept hot, should be transported in a suitable clean container and covered to prevent contamination.

7. Food and food utensils must be separated from fuels, chemicals and lubricants. Where possible, the same vehicles should not be used to transport food and waste. If a vehicle has been used to transport waste, it should be thoroughly washed and sanitised before being used to transport food.

Prepared/cooked food

8. When transporting ready-to-eat/cooked foods from the preparation area to a remote feeding location or front line, these same principles apply.

> **PRINCIPLE**
>
> **Ensure food is protected and maintained at correct temperatures during transport.**

References

9. References used in this Chapter are as follows:

- Health and Community Services, Victoria: *Food Premises Code, 2nd Edition*. Victoria, September 1994.
- Health and Community Services, Victoria: *Food Hygiene Code for Catering, Temporary Premises and Vehicles*. Victoria, August 1995.
- Health and Community Services, Victoria: *Food Handler Pamphlet Series*. Victoria, June 1995.
- Health and Community Services, Victoria: *Gastrointestinal Illness Pamphlet Series*. Victoria, June 1995.
- The Salvation Army Eastern Territory: *Disaster Support Plan*. 1995.
- Red Cross Australia: Bulk Catering Manual—*Food Handling and Hygiene*. Victorian Red Cross.

20. RECEIPT AND STORAGE OF FOOD

Introduction

1. Food supplies will most likely be received at a centralised location away from the disaster site.

Receipt and storage checklists

2. On receipt of goods, to ensure the integrity of product transport, check the following:
   - product is received in an appropriate condition (eg chilled, frozen, hot);
   - product is within and has adequate use-by/best before date;
   - packaging has not been damaged; cans exhibiting swelling, leaking, collapsing, denting, crushing, or rusting should be discarded; and
   - product is not infested.

Storing hot or cold foods

3. Ensure all potentially hazardous foods are correctly stored at above 60°C, or at 5°C or below. Monitor and record operating temperature of chiller refrigerator on a daily basis in the operations log. If gauges are not present, assistance may be provided by an Environmental Health Officer.

> **PRINCIPLE**
>
> **Temperatures play a critical role in preventing bacterial growth.**

Checking food to be stored

4. Food can be stored in a number of ways: (Refer to Chapter 9)
   - ***Insulated Food Container***—(eg 'Esky', foam box, hot box):
     - — This type of container is often an initial and primary method of storing food. This is not a preferred method of storage, however it is better than none at all.
     - — Ensure that a layer of freezer bricks or ice is maintained on top of the food in the esky. These should be replaced regularly to maintain safe temperatures.
     - — Clean and sanitise insulated food containers regularly.
     - — If it appears that your services will be required for an extended period of time, discuss the need for more appropriate refrigeration with the Coordinator.
   - ***Refrigerated Unit:***
     - — Store raw and cooked foods in separate refrigerators if possible, but if not, the cooked or ready-to-eat food, MUST be stored above the raw or uncooked food.
     - — Check the operating temperature of the refrigerator—it should be less than 5°C.
     - — Clean and sanitise the unit regularly.
     - — Minimise the frequent opening of the refrigerator doors.
     - — If the activation continues for an extended period of time, it is suggested that foods be coded with the date on which it was received. Good stock rotation can then be achieved through the 'first in, first out' principle.
     - — A refrigerator will not work effectively if it is overloaded, as the chilled air is unable to circulate within the refrigerator.

- ***Freezer Unit:***
  - — Ideally, frozen foods should be stored below -18°C.
  - — Ensure good stock rotation by following the 'first in, first out' principle.
- ***Dry Storage:***
  - — The storage area should be kept cool, dry, clean and protected against pests.
  - — Ensure that packages have not been pierced, are not bulging, leaking or rusting. If a product has been infested or spoiled throw it away.
  - — Check the use-by or best before dates and follow the 'first in, first out' principle.
  - — Food storage containers should have tight fitting lids.
  - — Do not store any cleaning chemicals or insecticides with any food or food utensils.
  - — Store food (a minimum of 450 mm) off the ground to protect against dampness and pests.
  - — Stores in bags must be stored on concrete plinths or in vermin-proof containers.
  - — Pest control measures must be undertaken to eradicate or prevent the access and support of vermin.
  - — All foods must be stacked in such a manner that the heaviest containers are lowest and lightweight packages are on the top.
  - — Storage area should have overhead cover for protection from weather and sufficient storage space and shelving for food to facilitate the following: segregation of commodities; correct stacking; a neat and tidy layout; and ventilation.
- ***Hot Food Storage:***
  - — Heat food to above 60°C as quickly as possible.
  - — Keep hot food over 60°C during service.

PRINCIPLE

If in doubt, throw it out.

References

5. References used in this Chapter are as follows:

- Health and Community Services, Victoria: Food Premises Code, 2nd Edition. Victoria, September 1994.
- Health and Community Services, Victoria: Food Hygiene Code for Catering, Temporary Premises and Vehicles. Victoria, August 1995.
- Health and Community Services, Victoria: Food Handler Pamphlet Series. Victoria, June 1995.
- Health and Community Services, Victoria: Gastrointestinal Illness Pamphlet Series. Victoria, June 1995.
- The Salvation Army Eastern Territory: Disaster Support Plan. 1995
- Red Cross Australia: Bulk Catering Manual—Food Handling and Hygiene. Victorian Red Cross.

21. CLEANING AND SANITISING

Introduction

1. Cleaning is usually performed with detergents and friction to remove grease and soil. Sanitising is the process of using chemicals or heat to reduce the number of disease causing bacteria. All equipment and surfaces must be cleaned before sanitising.

Cleaning and sanitising

Cleaning order

2. Cleaning should be carried out in the following order:

   - ***Pre-clean***—Removes excess dirt and food scraps by sweeping, wiping, scraping or pre-rinsing with water.
   - ***Wash***—Removes surface grease and dirt, using hot water and a biodegradable detergent.
   - ***Rinse***—Removes loose dirt and detergent.
   - ***Sanitise***—Reduces numbers of bacteria to a safe level.
   - ***Final rinse***—Removes sanitiser (this step will be dependent on the type of sanitiser used—check manufacturer's directions).
   - ***Dry***—By evaporation or drip-dry. Equipment and surfaces should be dry before re-use.

Cleaning and sanitising program

3. A regular cleaning and sanitising program should ensure that:

   - all food contact surfaces, appliances, and equipment are cleaned, after use, and at least daily;
   - floors are cleaned daily or more often if required;
   - non-food contact surfaces including walls are cleaned as required;
   - cleaning is carried out in a systematic manner, eg wash walls before work benches and clean benches before floors;
   - procedures adequately meet the needs of the process and product concerned;
   - clean equipment and utensils must be stored in a manner to protect from contamination (eg bowls to be inverted or covered); and
   - chemical sanitisers are used, in accordance with the manufacturer's directions. Where sanitisers are diluted, fresh solutions should be prepared daily, or more frequently as required.

Sanitising methods

4. Sanitising may be achieved either by:

   - immersion for 30 seconds in clean water which is maintained at >82°C. Hot water should only be used for sanitising in baths as it is ineffective when applied as a spray;
   - immersion for 30 seconds in a solution containing 50 parts per million (ppm) available chlorine at 50°C eg household bleach diluted according to instructions on the packet can be used; and
   - using chemical sanitisers specifically intended for use on food contact surfaces, and appropriate for the task.

5. See Annexes A, B, C, D and E, (listed below).

PRINCIPLE

Clean as you go.

References

6. References used in this Chapter are as follows:

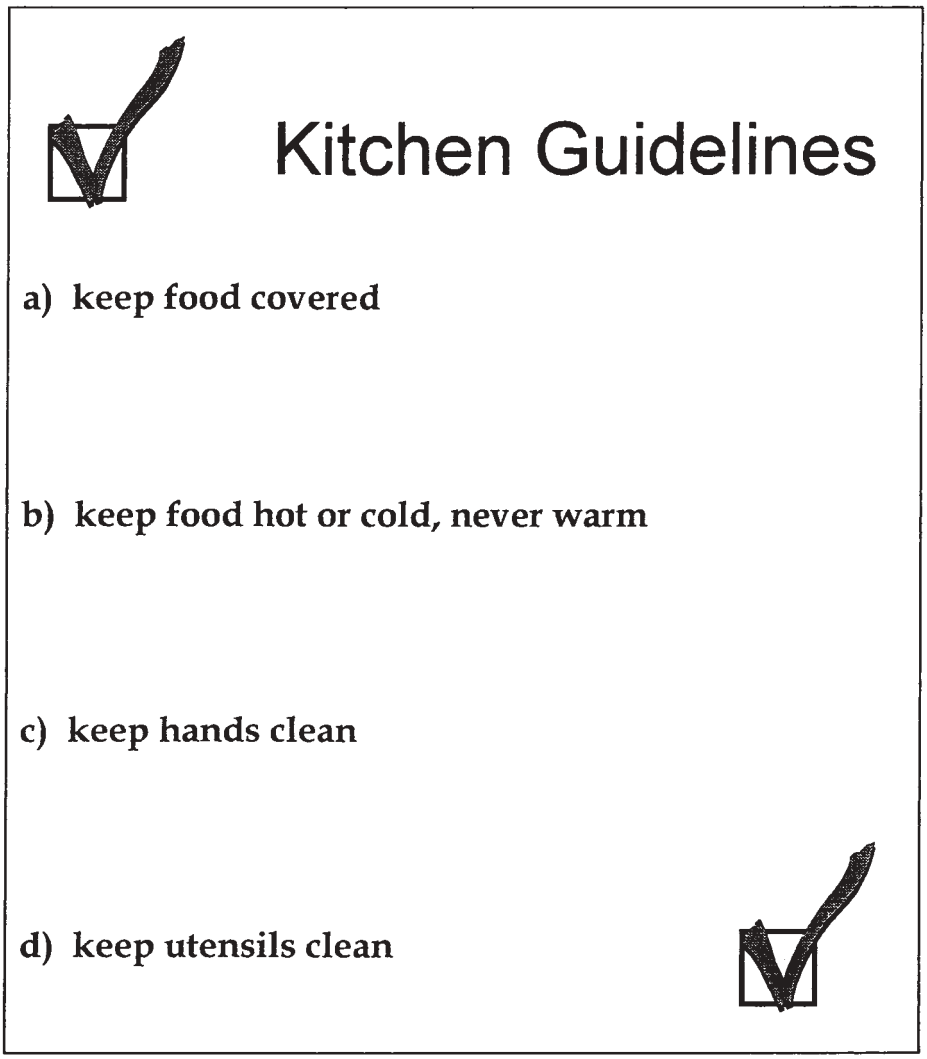
- Health and Community Services, Victoria: *Food Premises Code, 2nd Edition*. Victoria, September 1994.
- Health and Community Services, Victoria: *Food Hygiene Code for Catering, Temporary Premises and Vehicles*. Victoria, August 1995.
- Health and Community Services, Victoria: *Food Handler Pamphlet Series*. Victoria, June 1995.
- Health and Community Services, Victoria: *Gastrointestinal Illness Pamphlet Series*. Victoria, June 1995.
- The Salvation Army Eastern Territory: *Disaster Support Plan*. 1995·
- Red Cross Australia: Bulk Catering Manual—*Food Handling and Hygiene*. Victorian Red Cross.
- *Australian Emergency Manual—Disaster Medicine*, Emergency Management Australia, January 1995.

Annexes:

A. Basic Kitchen Guidelines
B. Cleaning Chart
C. Procedures for Cleaning and Sanitation (Walls, Floors and Surfaces)
D. Procedures for Cleaning and Sanitation (Food Equipment and Utensils)
E. Cleaning and Sanitation Worksheet

Annex A to Chapter 21:

Basic kitchen guidelines



Annex B to Chapter 21:

Cleaning chart

Display this chart and tick off jobs as they are completed

Weeks commencing: .....

KEY: Group 1 = Continuous Group 2 = Daily Group 3 = Weekly Group 4 = As required

KEY	ITEMS TO CLEAN	PERSON	M	T	W	T	F	S	S	M	T	W	T	F	S	S
	Walls															
	Floors															
	Ceilings															
	Benches/counters															
	Troughs/sinks															
	Handbasins															
	Shelves/cupboards															
	Coolrooms															
	Freezers/Fridges															
	Stoves/Ovens															
	Pie Warmers															
	Bain Maries															
	Process equipment															
	Exhaust canopy															
	Doors/Knobs															
	Cooking utensils															
	Tableware															
	Dry goods stores															
	Lights/Switches															
	Bucket traps															
	Rubbish bins															
	Staff toilets															
	Public toilets															
	Checked by:															

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Display this chart and tick off jobs as they are completed

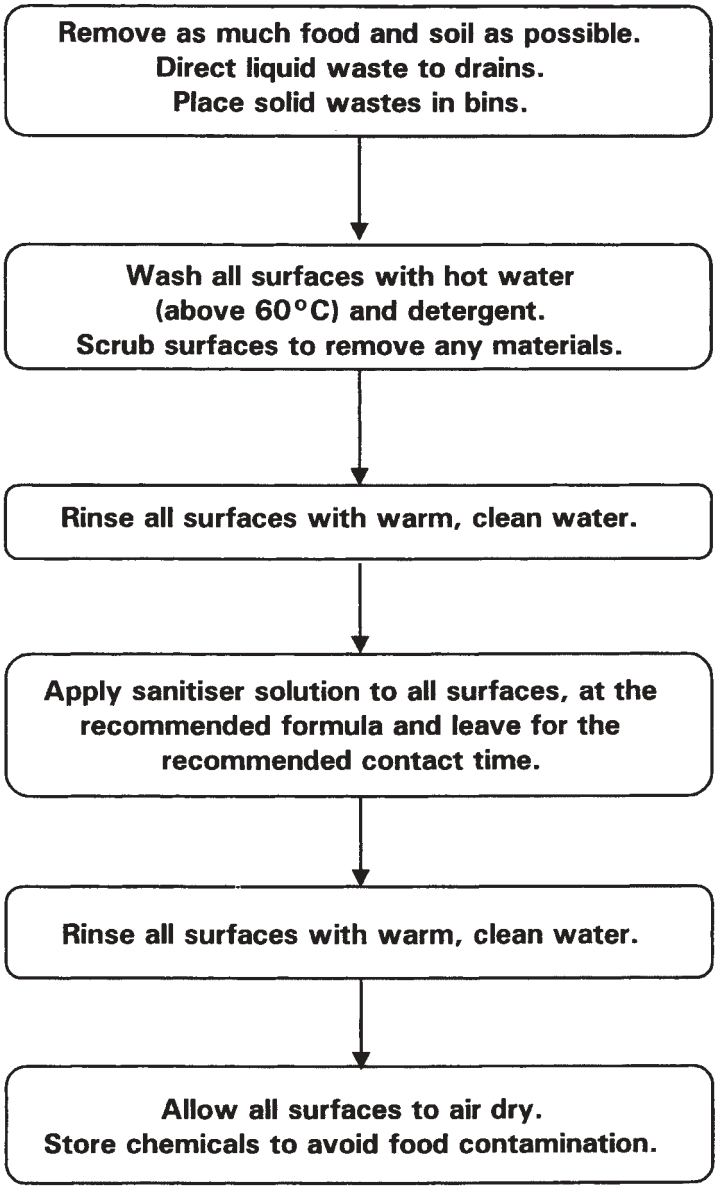
Weeks commencing: .....

KEY: Group 1 – Continuous Group 2 – Daily Group 3 – Weekly Group 4 – As required

KEY	ITEMS TO CLEAN	PERSON	M	T	W	T	F	S	S	M	T	W	T	F	S	S

Annex C to Chapter 21:

Procedures for cleaning and sanitation (walls, floors and surfaces)



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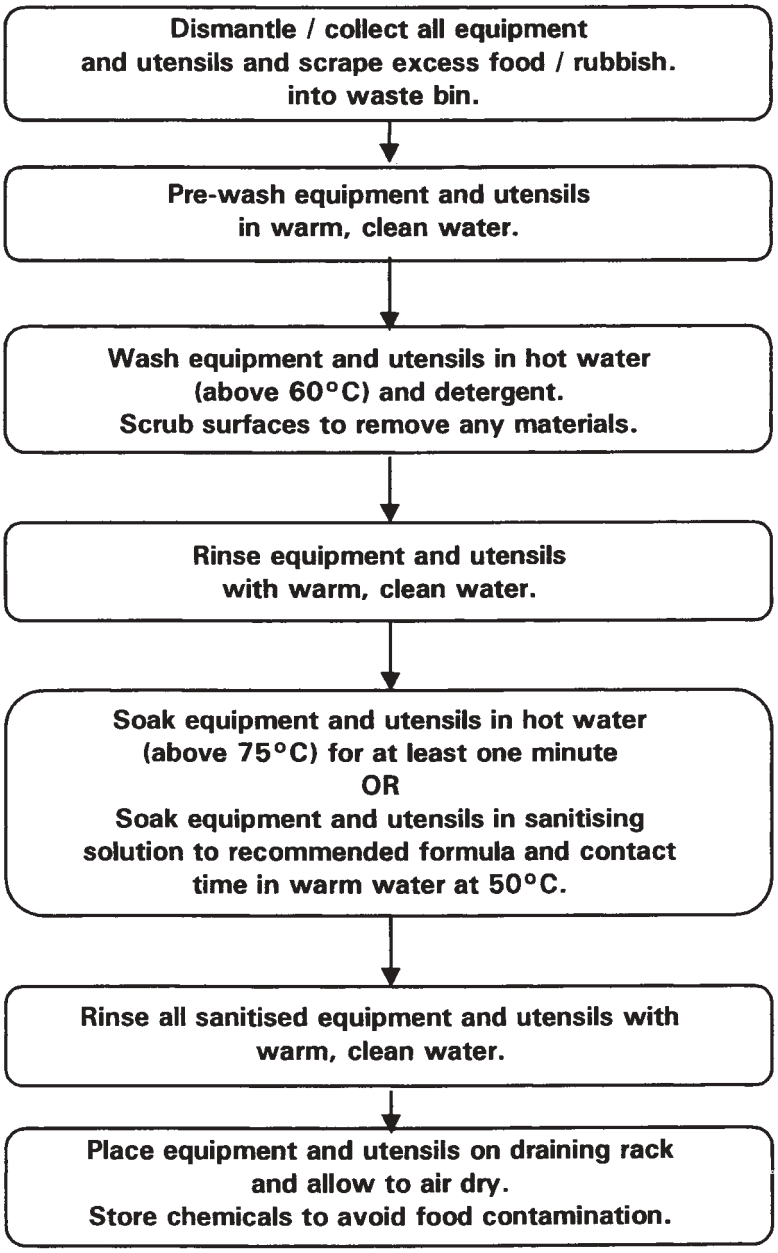
Annex D to Chapter 21:

Procedures for cleaning and sanitation (food equipment and utensils)



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Annex E to Chapter 21:

Cleaning and sanitation worksheet

(Example)

Week commencing: .....

Location	Mon		Tues		Wed		Thurs		Fri		Sat		Sun		Required Frequency
Walls											PD Mike				Wkly
Door	PD Tom		PDS Tom	TC	PDS Tom		PDS Tom		PD Tom		PDS Mike		PD Tom		Dly
Ceiling															
Benches															

Records the location to be cleaned

Indicates the person responsible

Must be signed after each item is cleaned

Indicates the type of cleaning required:
P = physical (eg scrubbing)
D = detergent must be used
S = sanitiser must be used to destroy germs

Records the frequency of cleaning required
Dly = daily
Wkly = weekly

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Section 5—Related issues

22. DONATIONS

Introduction

1. Donations can take the form of food, catering equipment or finance. Donations of food and catering equipment can be received by the Catering Supervisor and must be documented in the daily operations log.

2. For full details in relation to the receival of money, please refer to the Australian Emergency Manual—Disaster Recovery.

Acceptance

3. Accept all food donations even if it is obvious that the food is unsuitable. This will stop unauthorised food distributions.

Inspection and storage

4. All donations should be received at a central inspection area, to be examined for suitability and signs of tampering and correctly stored pending use or distribution, or disposal.

Disposal

5. Unsuitable foods must only be disposed of after the donor has left the site. This will save embarrassment to the donor who in good faith may have travelled a long distance to donate the food not realising its unsuitability.

Public donations

6. If financial donations are offered, arrangements to receive and issue receipts should be established.

7. All food donations from members of the public should be graciously accepted and a facility to receive and store should be established. These donated items must be checked carefully (see Food Safety and Hygiene Section), local government Environmental Health Officers may be requested to assist. **If there is any doubt about the quality of the donation it MUST be disposed of.**

Large quantities

8. In times of emergency many companies will offer large quantities of dry or canned goods as a donation. Be aware that this is sometimes used as an opportunity to pass on goods close to the use by date, damaged or unusual items. Before goods are sent a full listing of the items should be requested including information such as use by date, quantity etc. A contact name and number should be requested and the following questions answered before delivery:

    - Is there storage space to receive goods? (Note: dairy products will require refrigeration units.)
    - If delivered on-site at the emergency, is there an agency prepared to hold and distribute?

Refrigeration units

9. Under State financial arrangements such resources will be paid for by the agencies responsible.

10. If unable to hire commercial units, large supermarket chains may be able to lend refrigerated/freezer trucks for the duration of the incident.

Material donations

11. Members of the public will often wish to donate material items at the catering/evacuation centre, typically clothing and furniture. This may be in response to an appeal by relevant agencies or simply motivated through a desire to help those affected.

12. If there is an agency involved in running an appeal the goods should be directed to them (ensure prior discussion with the relevant agency to ascertain collection point and contract details). If there is no appeal a register of items offered should be maintained including:

    - name, address and phone number(s) of donor;
    - appropriate contact times;
    - details of items to be donated; and
    - whether collection required.

    This information then should be handled onto the relevant agency.

13. When ordering bulk grocery items it is best to contact large chain supermarkets if possible, they will often donate part of the purchase and will also transport items to a nominated site. When ordering, remind the supplier of the Emergency Services tax exemption.

> **PRINCIPLE**
>
> **Donations must be carefully managed.**

23. DEBRIEFING

Aim of a debrief

1. The aim of a debrief is to:

   - highlight those aspects which worked well and were successful;
   - note those aspects which could be improved; and
   - ensure lessons learned are noted for future operations.

Chairing a debrief

2. An impartial Chair should conduct the debrief. This will ensure that there is no conflict between the personal opinion of the Chair and those who were involved in the incident. An independent Chair may be requested through the Emergency Services Department

Procedures for a debrief

3. A Debrief is:

   - a structured 'conference' in which participants can identify experiences and problems from an operation which will assist in handling similar situations in the future; and
   - an opportunity for participants to express and share some of the personal experiences encountered during what is usually a hectic and sometimes stressful period.

   A Debrief is **not**:

   - a 'witch-hunt' of particular groups or individuals. If there are any lessons to be learned, it is to discover 'what went wrong' and any improvements that can be made, rather than 'who went wrong'.

Operational debriefs

Immediate/on scene

4. This is the informal, immediate debrief held after change of a shift where practical problems experienced are raised and if necessary the results passed on to the incoming shift.

Internal

5. This a more formal debrief conducted by each agency for their own workers to raise issues in reference to their own operation and their interaction with other agencies during an incident. If possible, it should occur no later than one week after operations cease or before the Multi-Agency Debrief. It should be chaired by an impartial party, eg, Head Office representative. The information from the internal debrief will be summarised and a spokesperson nominated to attend the Multi-Agency Debrief to present a report on the operation from the organisation.

Multi-agency

6. This debrief is attended by representatives of all agencies involved in the incident. Generally it is formal giving time to review both the operation as a whole and also any specific issues raised by each agency. This may be held at any time after operations cease.

Personal debriefing

Critical Incident stress

7. It is an accepted fact that workers and affected people involved in an emergency may experience emotional or psychological distress, critical incident stress and post-traumatic stress after the event.

8. The stress that surrounds a call-out for caterers is very real and it is often these workers who have personal contact with the combatants and affected people.

9. Volunteers are often the ‘friendly ear’ in an emergency and so hear many distressing stories and may witness injury and trauma in others.

10. Personal debriefing is not a sign of weakness, there are times where it may be necessary for the entire team or maybe just an individual.

11. Arrangements for access to such services must be provided by the Lead Agency for Emergency Catering and all workers must be made aware of its availability and the procedures for access.

24. ROLE OF THE ENVIRONMENTAL HEALTH OFFICER

Responsibilities

1. The EHO is a public health specialist who aims to minimise the risk of disease outbreaks. Major areas of involvement include:
   - food safety and hygiene (eg food handling and storage, personal hygiene);
   - wholesome food and safe water;
   - investigation of disease outbreaks;
   - waste management; and
   - pest control.
2. An EHO can also assist in obtaining additional resources (eg organising potable water supplies, pest control measures etc).

Major aim

3. The aim of the EHO is to maintain the health and well-being of all people involved in an emergency activation.

Planning involvement

4. Involvement of the EHO in the planning process is essential and one should be available during an emergency activation.

25. OCCUPATIONAL HEALTH AND SAFETY

Introduction

1. During a disaster normal occupational health and safety (OH&S) procedures should not be overlooked. Personnel working at the catering site (especially supervisors at all levels) should follow normal OH&S procedures to protect themselves, their fellow workers and DAPs from illness and injury. If required, advice or assistance should be sought to ensure all OH&S procedures are met. Likewise, disaster planners should consider the training and resources to ensure appropriate health and safety practices are observed.

Personnel protective clothing

2. Personnel protective clothing should be available for all members working at the catering site and should include:
   - footwear (to minimise ankle strains, slips and crush injuries);
   - overalls (or suitable clothing—to protect from spillages);
   - aprons (to protect clothing); and
   - gloves (for dishwashing).

Training and awareness of responsibilities

3. Wherever possible, personnel working at the catering site should be trained on the equipment they will/might use and be made aware of:
   - their OH&S responsibilities;
   - their responsibilities to work in a clean and safe working environment; and
   - their responsibilities to provide healthy and safe food products.

26. VOLUNTEERS

Considerations for agencies

1. The major considerations for volunteer—based agencies should includes:
    - defined roles and responsibilities;
    - training;
    - recognition;
    - multi-skilling opportunities;
    - appraisal and development plans;
    - equal opportunity;
    - sexual harassment;
    - duty of care/occupational health and safety;
    - debriefing;
    - recognition/awards;
    - dismissal; and
    - reimbursement.

Training

2. Training in emergency catering is the responsibility of the agency to which the volunteers belong. Areas which should be covered include:
    - state-based emergency management arrangements (eg roles and responsibilities of emergency service agencies);
    - agency general policy and procedures (eg sexual harassment, insurance);
    - agency stand-by, call-out and stand-down procedures;
    - agency contact/hierarchy details: local, regional and state;
    - volunteer roles and responsibilities;
    - standard forms;
    - briefing and debriefing procedures;
    - catering post information (eg halls and venue details);
    - resources: types, access and operation;
    - occupational health and safety information (eg safe lifting and equipment handling procedures);
    - health and hygiene requirements and methods;
    - supplies: purchase, access, storage, distribution and payment arrangements; and
    - development of a local catering response plan.

Methods

3. There are a variety of methods for training in emergency catering including:
    - lectures;
    - seminars;
    - table top exercises; and
    - ‘field’ exercises.

Example

4. To provide thorough training for volunteers a blend of theory and practice should be achieved. For example a full day seminar might be composed of two sections: The morning might cover the roles and responsibilities of volunteers, access to supplies and development of a plan for the local area; with the second session being a table-top exercise to test the topics previously discussed.

Team-based and multi-agency

5. As with any training it must be varied so as to retain interest of the volunteers and generate new skills and opportunities. Team-based training is generally the most successful as this gives the participants a sense of belonging and familiarity with each other. Multi-agency training is also extremely effective and fosters understanding of other agencies' procedures and a spirit of cooperation.

Minimum requirement

6. All volunteers should be regularly trained at a minimum level of one annual lecture/seminar to ensure awareness of latest administrative procedures and some form of exercise to ensure practical capacity.

Health of responders—suitability

7. Volunteers working in a field service environment should be adequately fit for the task and have no chronic medical problems.

Volunteer working conditions

8. Staff should only be exposed to work for reasonable duty periods and have relief provided at regular intervals. This will prevent fatigue, thereby, avoiding errors in judgement and increasing the effectiveness of volunteers.

Injury to volunteers

Reporting/recording

9. Any accident or health-related incident occurring to staff (eg a 'sharps' injury or back injury), should be reported promptly by the Catering Supervisor to the Site Coordinator ensuring that the accident /incident pro-forma be completed.

10. All records are to be retained to enable future follow-up.

27. INSURANCE

Introduction

1. All emergency catering personnel will be placed at some risk and must be covered by insurance by the responsible agency or government.

Insurance cover

2. Insurance cover is afforded for:
   - situations involving call-out by State/Territory governments through appropriate legislation; and
   - non-government organisations through their own insurance cover.

3. The issue of 'on-the-spot volunteers' should be addressed either through government or non-government arrangements whichever is appropriate.

State insurance

4. Under State emergency/disaster management acts, volunteers are covered by general insurance provisions relative to those providing voluntary service during an emergency. To ensure that volunteers qualify, a register of their details must be maintained.This should include:
   - name, address and phone number;
   - commencement and completion time of shift; and
   - the agency with whom they are working.

   Contact should be made with police/appropriate coordinating combatant agency for details of requirement for each particular State/Territory.

Agency insurance

5. The two lead agencies for emergency catering within Australia are the Salvation Army and the Red Cross. Both these agencies provide agency insurance cover for all registered agency volunteers. Contact should be made with the relevant State agency for details of insurance provisions that must be complied with for eligibility.

Drop-in volunteers

6. Often members of the public will offer to assist during an emergency but are not registered members of an insured agency. In this situation, all that is required for them to be covered during their shift, is their completion of a sign-on register sheet upon commencement (see State Insurance for details).

References

7. References used in this Chapter are as follows:

   - Health and Community Services, Victoria: Food Premises Code, 2nd Edition. Victoria, September 1994.
   - Health and Community Services, Victoria: Food Hygiene Code for Catering, Temporary Premises and Vehicles. Victoria, August 1995.
   - Health and Community Services, Victoria: Food Handler Pamphlet Series. Victoria, June 1995.
   - Health and Community Services, Victoria: Gastrointestinal Illness Pamphlet Series. Victoria, June 1995.
   - The Salvation Army Eastern Territory: Disaster Support Plan. 1995
   - Red Cross Australia: Bulk Catering Manual—Food Handling and Hygiene. Victorian Red Cross.

Section 6—Supporting information

GLOSSARY

Bacteria

Single-cell organisms that are only visible with the aid of a microscope; they multiply by splitting in two.

Catering supervisor

A person appointed to accept responsibility for the on site management of catering.

Cross-contamination

The transfer of bacteria from raw foods or unclean surfaces to ready-to-eat/ cooked food.

Disaster-affected person

Is a person affected by a disaster; previously identified as a disaster victim.

Debrief

A structured method of ensuring the details of the experience are reviewed.

Deodorise

The masking of unpleasant odors.

Des6cises

An umbrella term for some types of indoor discussion exercise (discex). They may feature a model of the area on which a prepared scenario is played out, or simply using a projected map, not in real time. The model or map is used to illustrate the deployment of resources, but, no resources are actually deployed.

Additionally, responses may be prepared in syndicate, in plenary, or under the guidance of a facilitator who maintains the pace and asks probing questions (the hypothetical). A cost effective, and highly efficient, exercise method that should be conducted as a prelude to a field exercise as part of a graduated series.

Disinfection

Destruction of disease causing organisms.

Dry rubbish

Non-moist refuse such as paper, cardboard and plastic.

Emergency catering coordinator

The senior person responsible for the coordination of the disaster catering service.

Environment

The complex of physical, chemical and biological agents and social factors which may impact on a person or a community.

Emergency catering service

Appointed organisation(s) for catering arrangements in a disaster.

Environmental health officer

Terminology used which includes Health Inspector/Surveyors, Public Health Officers, Sanitary Inspectors/Engineers, Hygiene Officers and Preventive Health Officers.

Esky

A rigid or non-rigid insulated food/drink container.

Exercising

Simulation of emergency management events, through discussion or actual deployment of personnel, in order to:

- train personnel;
- review/test the planning process or other procedures;
- identify needs and/or weaknesses;
- demonstrate capabilities; and
- practise people in working together.

Field exercise

An exercise activity in which emergency management organisations and agencies take action in a simulated situation, with deployment of personnel and other resources to achieve maximum realism. It is conducted actually on the ground, in real time but under controlled conditions, as though it were a real emergency.

Gastric illness

Is an inflammation of the stomach and the intestinal tract often described as food poisoning.

Grease trap

A device to separate grease from waste water (sullage).

Hazard

A potential or existing condition that may cause harm to people or damage to property or the environment.

Mess

Place for dining/eating.

Micro-organism

Is a microscopic plant or animal.

Nuclear hazards

All hazards existing from the use of, and exposure to, radioactive substances.

Parasite

Is an organism which survives in living hosts from which they draw their nutrients.

Potable water

Water which is safe for human consumption.

Potentially hazardous food

Are foods that consist entirely, or in part, of milk, eggs, meat, poultry, fish or shellfish; or that are for other reasons capable of supporting the growth of microorganisms causing food borne illness.

Ready to eat

Food which is ready to eat, and does not require any further preparation or cooking.

Refrigeration

A method of maintaining food at cold temperatures.

Refuse

Rubbish/garbage.

Sanitation

Of food pertains to the wholesomeness and cleanliness of food.

Sanitising

Means reducing numbers of pathogenic micro-organisms on surfaces, or in substances, to levels accepted as safe by regulatory authorities.

Septic tank system

An on-site system for the treatment of sewage and disposal of effluent/liquid waste.

Sewage

Waste matter which passes through sewers.

Sewer

A system for the disposal of sewage and liquid waste. It includes both reticulated and on site (eg septic tank) sewerage systems.

Sewerage

Refers to a reticulated system for the disposal of sewage.

Sullage

Waste water from sinks, showers and hand-washing basins.

Table top exercises

An umbrella term for some types of indoor discussion exercise (discex). They may feature a model of the area on which a prepared scenario is played out, or simply using a projected map, not in real time. The model or map is used to illustrate the deployment of resources, but, no resources are actually deployed.

Additionally, responses may be prepared in syndicate, in plenary, or under the guidance of a facilitator who maintains the pace and asks probing questions (the 'hypothetical'). A cost effective, and highly efficient, exercise method that should be conducted as a prelude to a field exercise as part of a graduated series.

Technological disasters

Disasters arising from other than natural causes (previously known as 'man made disasters' and include biological, chemical, nuclear, transport and terrorist instigated disasters.

'Temperature danger zone'

The temperature range between 5°C and 60°C (40°F-140°F) within which most bacteria experience their best growth and reproduction.

Use by/ best before date

In relation to packaged food, means date signifying the end of the minimum durable life of the food contained in that package.

Vectors

Insects capable of transmitting disease eg flies, mosquitoes.

Vermin

Rodents and animals capable of transmitting disease eg rats, mice.

Virus

Any of a large group of infectious agents lacking independent metabolism and requiring a living host in order to reproduce, consisting of (Deoxyribonucleic Acid) DNA or (Ribonucleic Acid) RNA in a protein shell.

Waste water

Includes sewage or sullage.

Wet rubbish

Refuse of liquid or semi-liquid nature including for scraps usually coming from a kitchen or mess.

ABBREVIATIONS

AEM	Australian Emergency Manual
AEMI	Australian Emergency Management Institute
ADF	Australian Defence Force
AIEH	Australian Institute of Environmental Health
ARC	Australian Red Cross
CS	Catering Supervisor
°C	Degrees in temperature expressed in Celsius/Centigrade Scale
CSMC	Commonwealth Services Ministers' Conference
DAP	Disaster-Affected Persons
DGEMA	Director-General, Emergency Management Australia
DNA	Deoxyribonucleic Acid
DOD	Department of Defence
ECC	Emergency Catering Coordinator
ECS	Emergency Catering Service
EHO	Environmental Health Officer
EMA	Emergency Management Australia (formerly the Natural Disasters Organisation)
EMP	Emergency Management Personnel
ID	Identification
HQ	Headquarters
NEMC	National Emergency Management Committee
NEMCC	National Emergency Management Coordination Centre
NH&MRC	National Health and Medical Research Council
P&O	Peninsular and Orient
PPRR	Prevention, Preparedness, Response and Recovery
OH&S	Occupational Health and Safety
RNA	Ribonucleic Acid
SCCSISA	Standing Committee of Community Services and Income Security Administrators

FURTHER READING

International

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LIST OF CONTRIBUTING ORGANISATIONS

Accident and Emergency Associations

Ambulance Organisations

Australian Health Ministers' Advisory Council (members of Australian Medical Disaster Coordination Group)

Australian Council on Health Care Standards

Australian Council of the Royal Flying Doctors Service (all Sections)

Australian Defence Force—Defence Health Service Executive

Australian Institute of Environmental Health

Australian Medical Association

Australian Nursing Federation

Australian Red Cross

Australian Resuscitation Council

Department of Health and Aged Care (Commonwealth)

Emergency Management Australia

Health Authorities (all States and Territories)

Institute of Ambulance Officers (Australia)

Learned Medical Colleges

- The Australasian College for Emergency Medicine
- The Royal Australasian College of Physicians
- The Royal Australasian College of Surgeons (inc. Early Management of Severe Trauma Committee)
- The Royal Australian and New Zealand College of General Practioners
- The Royal Australian College of General Practitioners
- The Royal Australian College of Medical Administrators

National Disaster Relief (Health) Committee (members of the various committees and working parties)

Selected individual experts in a wide range of related disciplines

State and Territory emergency management organisations (all States and Territories)

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