



Urban animal management in disaster planning

AIAM national position statement

To be presented at the Darwin AIAM conference 15-17 Oct 2008 by Elke Tapley, Coordinator Local Laws and Traffic, Knox City Council

Background

Local Government is becoming adept at preparedness and prevention for natural disaster situations by creating Fire Prevention Plans, Emergency Management Plans, Emergency Recovery Plans and Risk Management Matrices. But have we taken animals and animal management into account in our planning processes adequately? Have those responsible for the development of these documents realised that Animal Management Officers are legitimate stakeholders and crucial to any emergency management strategy?

The consequences of not considering animal management issues in disaster situations have been seen time and time again in all sorts of emergency and disaster situations requiring vastly different responses. Population evacuations in the face of threats will always involve animals.

- People will often refuse to leave their pets behind - and that adds a whole extra dimension to planning that is sometimes not given adequate consideration.
- Restoring animal owner links in the aftermath of evacuation is an important aspect of social recovery and return to normalcy.

This position statement is intended to assist council animal management officers by providing them with a process for reviewing where they link in with their council and with relevant overarching response strategies in conjunction with the overall council emergency management plan.

- It has a flexible regional/local emphasis that encourages animal management officers to be *actively* engaged in the emergency and disaster response planning that will probably involve them.
- It provides a checklist for reviewing the currency of resource availability, inter agency agreements and chain of command protocols that are relevant to animal management staff involvement in the event of an emergency situation.

Why should Animal Management staff in Local Government need to know about and be involved with emergency and disaster planning?

With over 60% of Australian households owning pets, any situation that affects people is going to have a significant impact on companion animals and their owners. Pets will be involved in population evacuations and may be separated from their owners. They may need extensive, secure and operationally functional holding facilities. Public health and safety issues associated with pets at large may arise. Animal welfare, wildlife and livestock

impacts may need attention. If not managed, the animals themselves can become part of the problem and create public health and safety risks.

The panic associated with a disaster or emergency situation is enough to distress and disorientate people – worrying about the whereabouts and welfare of their pets adds an extra stress that shouldn't be ignored. It is in situations such as this that the importance of identification and registration comes to the fore. These simple precautions are front line animal management business and, in panicked situations, may mean the difference between life and death for animals. Good animal management will assist in minimising the impact of the event on the community.

Legislation governing animal management throughout Australia prohibits animals being a nuisance, wandering at large or endangering the public. All of these occur in emergencies and disasters and AMOs are the ones who are expected to deal with them. At such times people are already stressed and tend to over-react to problems caused by straying animals and to overly panic about the whereabouts and welfare of their own missing pet.

The report '**Recovering from the 2003 Canberra bushfire: a work in progress**' found that 16.2% of respondents reported that the death or injury of their pets during the Canberra fires was a stressor. Additional issues identified as stressful were a lack of trust in institutions (government systems) and reduced feelings of safety in relation to the bushfire-related reminders.

Questions that may be raised as a result include;

- Did residents have an emergency evacuation plan that incorporated pets? Or
- Did the local Animal Management Unit have an Emergency Plan in place that was effective in this situation?

Failing to plan is planing to fail

There are community expectations that AMOs will deal with all animal issues – emergency or not, and without the preparedness phase of planning, animal management staff will be found wanting when an incident occurs. Even a rough estimate of the impact that an emergency may have on the animal management team will allow for issues to be resolved in a logical, effective and efficient manner.

- ❖ Planning can help protect animal management teams from being expected to work miracles with very short notice and inadequate resources.
- ❖ Planning can help protect animal management teams from being caught up in situations where their performance looks bad through no fault of their own.
- ❖ Planning can help animal management teams have the satisfaction of having played a major role in the processes of community recovery and return to normalcy.

Evaluating the role of AMOs in responding to an incident will enable roles to be identified and allow for the allocation of staff to undertake those roles). Some Councils may only have a few people able to assist with animal management – preparedness enables them to recognise areas that may require more resources and to put plans in place to meet those needs. The planning process should also include thorough investigation of any legislative responsibilities.

Networking with neighbouring municipalities throughout the planning phase and including them as key stakeholders and allies, can help synchronise any processes and apply consistency. There is an old saying in emergency management circles that, when you need friends, it is too late to make them. Consulting with local emergency management coordinators can help capture any plans that are in place and being implemented to ensure that the animal management activities are part of the overall response. Linking animal management response plans into a larger Municipal Emergency Management Plan will also result in more resources and experience being available.

Where do you start?

The attached check list provides a mechanism for reviewing animal management emergency and disaster response plans. It considers issues such as:

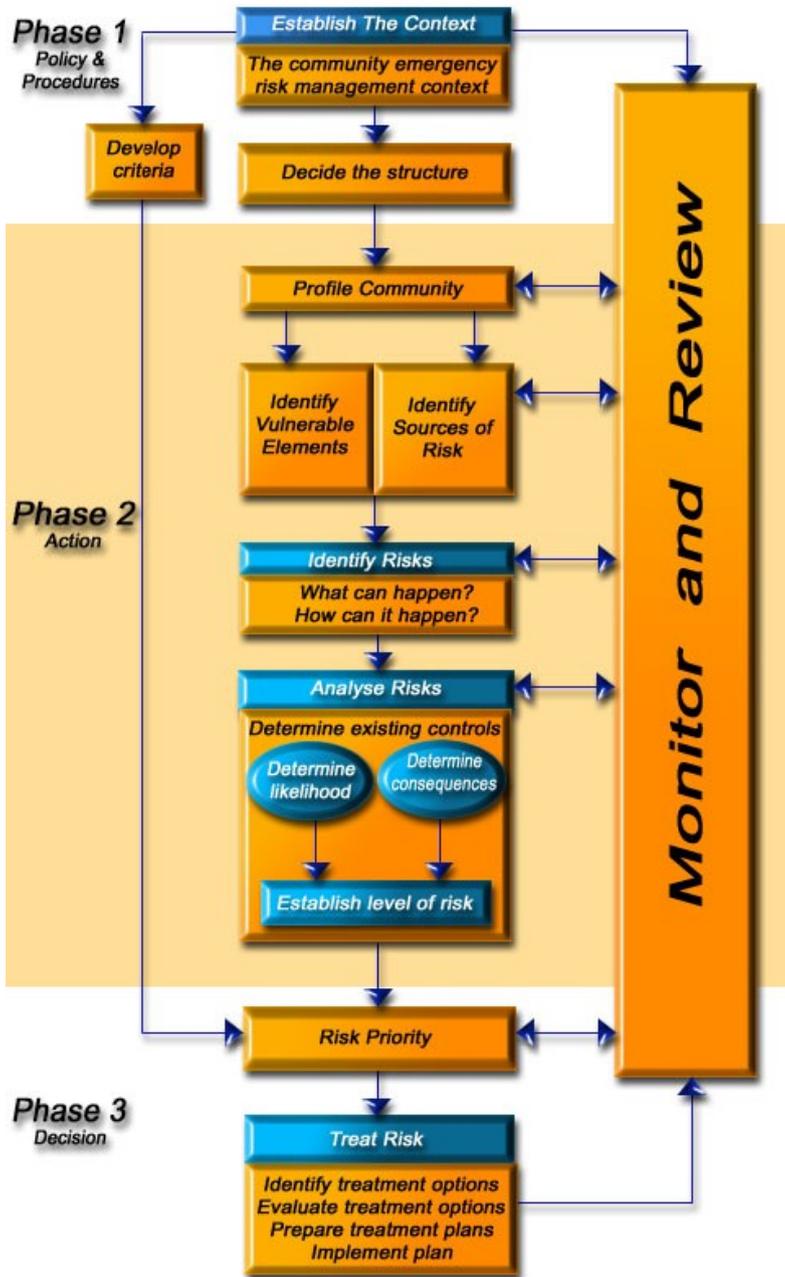
- Determining the type of disaster or emergency which is most likely in any location.
- Determining who the key stakeholders are in the area and establishing a committee to ensure that input from each key area is captured. Investigate legislative responsibilities prior to meeting with the committee.
- Compiling a list of contacts from the commencement of the planning stage. When determining the roles required, assess the community demographics to determine areas of particular concern, for example high dependency residents (eg elderly, aged and disabled); areas with high pet populations and those areas dependant on caregivers or public transport.
- Reviewing local knowledge of the area and the numbers and types of animals in it. This will assist in establishing the type of response and the resources required. This may include;
 - Vehicle type - animal transport van, trailer, float, truck),
 - Location (within the municipality, and accessibility to it),
 - Site and space needed to accommodate animals whether dogs, cats or livestock,
 - Source avenues/contacts for portable housing, fencing, enclosures or agistment if required.
 - Locations of refuges and other resources such as boarding kennels, tennis courts etc within the municipality so that Officers can utilise them in the event of an emergency evacuation.
- Consider entering into a *Memorandum of Understanding (MOU)* with shelters, pounds, barding establishments and livestock carriers in your area. The purpose of an MOU is to define the expectations, terms and conditions of a working relationship between the parties.

- Recognising that there may be emergencies or disasters which will impact on more than one Council and standard operating procedures may not be sufficient to manage the numbers of animals involved. Ensure that contact lists are detailed including current, twenty-four hour contact numbers for all key staff in participating organisations who are parties to the agreement. Contact numbers become out of date very quickly. It is important that someone rings each number at least once or twice a year to ensure the list is still current.
- Consideration of developing a brochure that incorporates pets and livestock into local emergency planning arrangements. This could be distributed with registration renewals; or referenced on the renewals; included in the rates notice or distributed to animal owners through any other means available. For example, it could be made available at customer service centres and on the Council web site.
- Working with the Emergency Management Team or Risk Coordinator to consider all aspects of preparedness. Incorporate into emergency and disaster publications and Plans references to animals where and how they will be housed and the process for owners to reclaim their pets if separated during an incident.
- Ensuring that the expectations placed on the community, the council and emergency services are realistic and achievable. People will not identify their pets just in case there is a disaster, expecting them to do so is a fallacy. Similarly, if the plan indicates that Council will move Heaven and earth to find and return a lost dog during a wildfire, that is the level of response the public will expect and they will react if that level is not met.
- Specifying the different stages and tasks required in the response and recovery phases of an incident and allocating position roles to each. This will assist in selecting and training staff to specific roles.
- Consider establishing a register or process for recording and identifying animals held by Council officers during an emergency or disaster incident. Of course the best outcome is for pets to be evacuated, with their owners outside the disaster area, perhaps with relatives or friends.

On completion of the attached preparation check list, it is recommended that Council animal management teams set up a scenario and develop a tabletop exercise to work through the different stages of dealing with an emergency or disaster incident.

APPENDIX 1

Standards in Risk Management



This model, which is based on the Australian / New Zealand Standard in Risk Management, has been specially designed for use by councils.
 Source: Victoria State Emergency Service



APPENDIX 2

2. LINKAGE lists to relevant resources and mandatory obligations / authorities	
<p>State</p> <p>National contacts</p>	<p>Australia's emergency management arrangements</p> <p>Overview</p> <p>The States and Territories have a constitutional responsibility for the protection of the lives and property of their residents, supported, in terms of developing emergency management capabilities, by the Federal Government.</p> <p>As a rule, Australian emergency management arrangements broadly reflect the three levels of government, that is, Local, State/ Territory and Federal. However, each State and Territory's emergency management arrangements reflect subtle differences. These will be expanded upon in the following paragraphs. Notwithstanding, a key element of Australia's emergency management arrangements is sustainability and resilience at a local community level.</p> <p>Peak Emergency Management Bodies</p> <p>In each State and Territory, there exists a peak emergency management body, which is tasked with emergency management at a State level. A representative of these bodies represents his or her State or Territory's interests on the Australian Emergency Management Committee (AEMC).</p> <p>An overview of State/ Territory-level arrangements is provided in the table below.</p> <p>Emergency Management Australia</p> <p>Emergency Management Australia (EMA) is the Federal agency responsible for minimising the impact of natural and man-made disasters on the Australian community. It is also the lead agency for coordinating any Federal disaster response.</p> <p>It is important to note that there is no Federal emergency management legislation, nor is EMA mandated to dictate the course of emergency management within the States and Territories. Rather, EMA seeks to facilitate a national approach to emergency management through maintaining a constructive dialogue between the States and Territories on emergency management issues of national importance. The AEMC is fundamental to this goal.</p>

State/ Territory	Peak Body	Legislation Emergency Management	Legislation Animal Management	Preferred Term
Queensland	State Counter Disaster Organisation	Disaster Management Act 2004	Local Government Act 1993	Disaster
New South Wales	State Emergency Management Committee	State Emergency and Rescue Management Act 1989	Companion Animals Act 1998	Both
Australian Capital Territory	Emergency Management Committee	Emergency Management Act 1999	Domestic Animal Act 2000	Emergency
Victoria	Emergency Management Council	Emergency Management Act 1986	Domestic (Feral and Nuisance) Animals Act 1994	Emergency
Tasmania	State Disaster Committee	Emergency Services Act 1976	Dog Control Act 2000	Both
South Australia	State Disaster Committee	State Disaster Act 1980	Dog and Cat Management Act 1995	Disaster
Western Australia	State Emergency Management Committee	Emergency Management Act 2005	Dog Act 1976	Emergency
Northern Territory	Counter Disaster Council	Northern Territory Disaster Act 1982	Local Government Act	Disaster

Table 1 Overview of Australian Emergency Management Arrangements

As can be seen from the table, there is significant diversity between States and Territories in terms of the way they structure their emergency management arrangements.

AUSVETPLAN

Effective responses to emergency disease outbreaks require emergency disease planning at national, State/Territory and district level and the involvement of both animal health authorities and emergency management organisations. The basis for this planning is contained in the Australian Veterinary Emergency Plan (AUSVETPLAN).

Animal Health Australia, as the custodian of the AUSVETPLAN, works closely with the Australian Government, States and Territories and the livestock industries to determine priorities and continuously update the manuals to ensure their accuracy.

AUSVETPLAN is a series of technical response plans that describe the proposed Australian approach to an exotic disease incursion. The documents provide guidance based on sound analysis, linking policy, strategies, implementation, coordination and emergency-management plans.

Queensland Arrangements

The **Disaster Management Act** repealed and replaced the State Counter-Disaster Organisation Act when it commenced by proclamation on 31 March 2004.

The *Disaster Management Act* maintains many elements of the existing system established under the State Counter Disaster Organisation Act, while adding contemporary elements such as a focus on comprehensive disaster management, which includes disaster mitigation, prevention, preparedness, response and recovery.

The main aim of the Natural Disaster Mitigation Program (NDMP) is identifying and addressing natural disaster risks.

The Natural Disaster Mitigation Program provides funds for a range of measures including natural disaster risk management studies, mitigation works, measures and other related activities that contribute to safer, sustainable communities better able to withstand the effects of natural disasters. The previous NDRMSP has become a part of this new program.

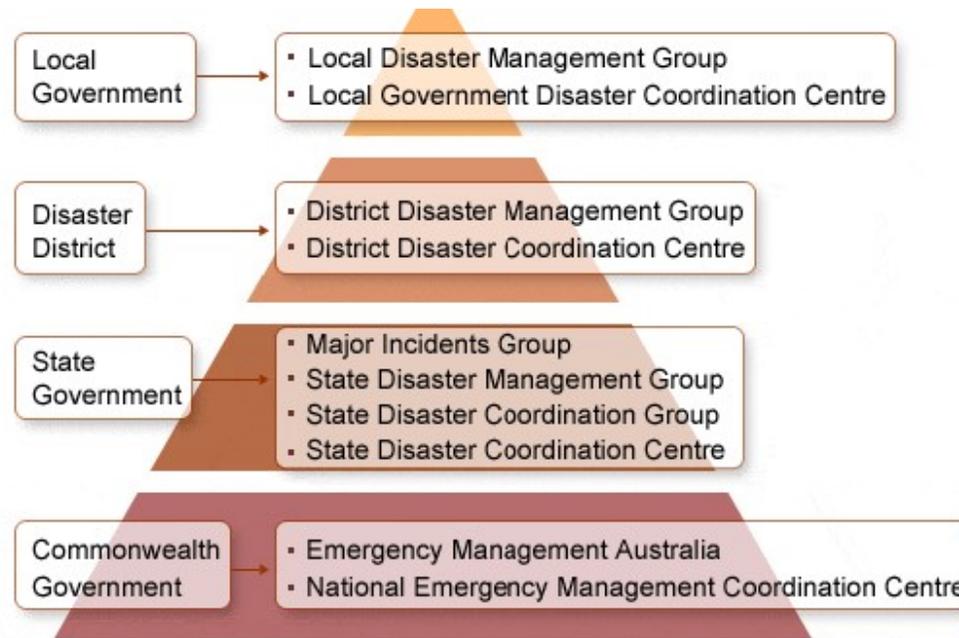


Figure 1 - The Queensland Disaster Management System

<p>New South Wales Arrangements</p>	<p>Emergency management in New South Wales is governed by the State Emergency and Rescue Management Act 1989 (Amended 2000) and is administered by the Minister for Emergency Services.</p> <p>The Act provides for:</p> <ul style="list-style-type: none"> • the preparation of a State Disaster Plan (Displan) and subordinate plans to ensure a co-ordinated response for necessary operations; • the establishment of Emergency Management Committees at State, District and Local Government levels; and • arrangements for controlling emergency operations. <p>The State Emergency Management Committee was established under the State Emergency and Rescue Management Act to ensure that New South Wales has a system to cope with emergencies which is robust, effective and flexible enough to deal with the range of hazards experienced in New South Wales. A hazard impacting on the community may result in an emergency.</p> <p>Local Emergency Management Committees (LEMC) The SERM Act recognises that the involvement of local government in all stages of an emergency is critical (ie in prevention, preparedness, response and recovery). Therefore, the emergency management structure and arrangements at local level are based on the Local Government Authority areas (or combined Local Government Authority areas). At this level, a LEMC is formed, again reflecting (where they are represented) the membership of the District Emergency Management Committee.</p>
<p>Australian Capital Territory Arrangements</p>	<p>Emergency management in the ACT is governed by the Emergency Management Act 1999 and is administered by the Executive Director, ACT Emergency Services Bureau.</p> <p>There is only one level of coordination in the ACT for Disasters. Consequently, the Territory Controller, who is a member of the Australian Federal Police, is the individual with whom the responsibility for coordinating higher-level assistance rests.</p> <p>The Local Government Act 1993 requires that councils "provide for the health, safety and welfare of the community" while the Emergency Management Act 2006 requires each council to "nominate a SES Local Coordinator and prepare a counter-disaster plan" (otherwise known as an emergency management plan).</p>

Victorian Arrangements

Emergency management in Victoria is governed by the **Emergency Management Act 1986** and is administered by the **Minister for Police and Emergency Services**.

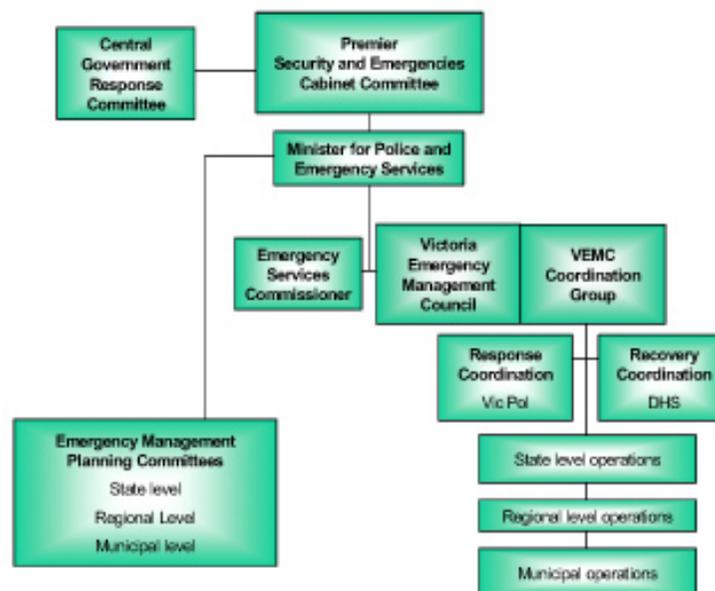


Figure 2 - Victoria's Emergency Management Structure

MAV and Emergency Management

Emergency management involves the plans, structures and arrangements which are established to bring together the normal endeavours of government, voluntary and private agencies in a comprehensive and coordinated way to deal with the extent of emergency needs, including prevention, response and recovery.

Emergency Management Act 1986

The position and role of the Emergency Services Commissioner was created by amendments to the Act in 2000. The Council of Australian Governments (COAG) Natural Disasters Report, released in 2004, and the funding programs initiated by the Australian Government as a result have used the word 'mitigation' in preference to 'prevention'. This usage is adopted in the name of the State Emergency Mitigation Committee formed in 2004.

Following the creation of the position of Emergency Services Commissioner, the Office of the Emergency Services Commissioner assumed the role of central policy office for emergency management, to support the statutory duties of the Commissioner, the Minister as Coordinator in Chief of Emergency Management and the Victoria Emergency Management Council.

Tasmanian Arrangements

Disaster management in Tasmania is governed by the **Emergency Services Act 1976** and is administered by the **Minister for Police and Public Safety**.

State



Copies available from the SES or State Library

Regional



Local

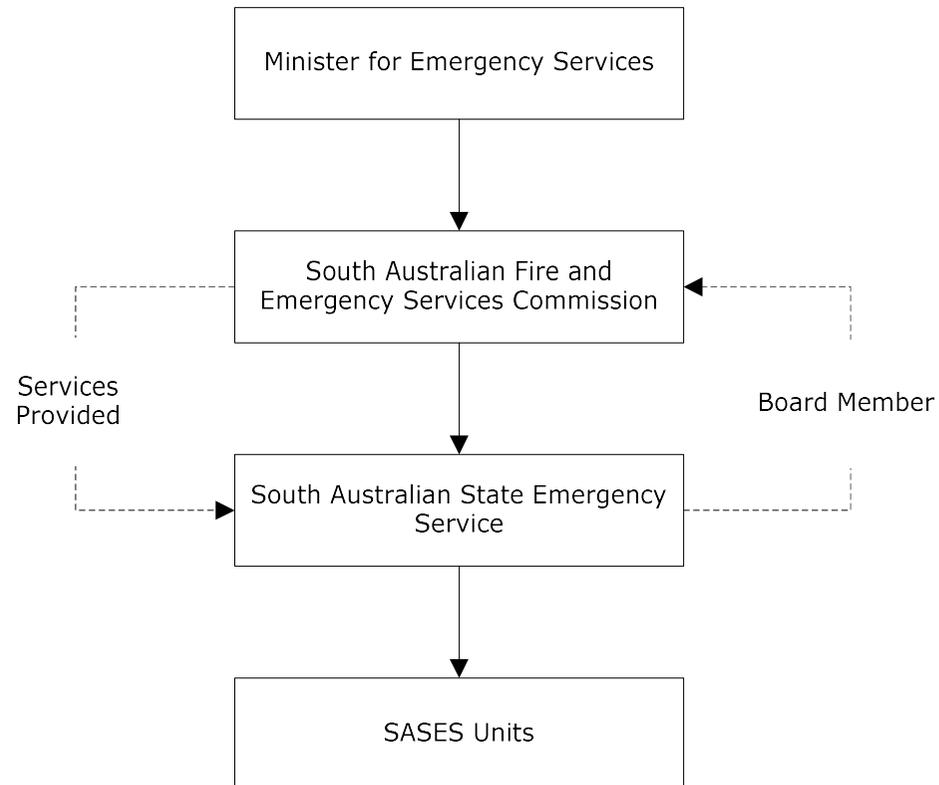


This is where you fit in!

South Australian Arrangements

Disaster management in South Australia is governed by the **State Disaster Act 1980** (Amended 1995) and is administered by the **Minister for Justice**.

The structure of the SASES is illustrated in the following organisation chart.



The **Emergency Management Act** explains the framework for management of emergencies in South Australia.

<p>Western Australian Arrangements</p>	<p>The Emergency Management Act 2005 came into operation on 24 December 2005, the day after being published in the Gazette. Proclamation of the Act will allow some provisions of the Act to come into operation immediately - the remaining provisions will require development of regulations and administrative arrangements.</p> <p>Emergency management in Western Australia is governed by the Western Australian Emergency Management Policy under the EMA and administered at State, District and Local Levels, all ultimately responsible to State Government.</p> <p>Local Community Emergency Management Arrangements Guide for Western Australia is a guide designed to provide Local Government with assistance in developing a functional set of local arrangements that empower the users and reflects the individuality of the community.</p>
<p>Northern Territory Arrangements</p>	<p>Disaster management in the Northern Territory is governed by the <i>Northern Territory Disaster Act 1982</i> and is administered by the Minister for Police, Fire and Emergency Services.</p> <p>The Northern Territory Disaster Act 1982 provides for the establishment of an emergency / disaster management organisation at Territory, Regional, and Local level. Specifically the Act provides for a:</p> <ul style="list-style-type: none"> ○ Northern Territory Counter - Disaster Council; ○ Northern Territory Counter - Disaster Controller; and ○ Northern Territory Emergency Service (NTES). <p>At Regional level and where necessary Local level, the Act requires Controllers and Counter - Disaster Planning Committees. The Act also establishes the functions and responsibilities of the Northern Territory Emergency Service and its Director</p>

	Police	Ambulance
WA	www.police.wa.gov.au	www.ambulance.net.au
NT	www.nt.gov.au/pfes	www.stjohn.org.au
SA	www.sapolice.sa.gov.au	www.saambulance.com.au
QLD	www.police.qld.gov.au/pr/default	www.ambulance.qld.gov.au
NSW	www.police.nsw.gov.au	www.answ.health.gov.au
VIC	www.police.vic.gov.au	www.ambulance-vic.com.au
Act	www.afp.gov.au/act	www.ambulance.act.gov.au
TAS	www.police.gov.au	www.dhhs.tas.gov.au/services/view.php?id=412
Fed	www.afp.gov.au	

	Fire - Urban	Fire - Rural
WA	www.fesa.wa.gov.au	www.fesa.wa.gov.au
NT	www.nt.gov.au/pfes	www.nt.gov.au/pfes
SA	www.samfs.sa.gov.au	www.cfs.org.au
QLD	www.fire.qld.gov.au	www.ruralfire.qld.gov.au
NSW	www.nswfb.nsw.gov.au	www.bushfire.nsw.gov.au
VIC	www.mfbb.vic.gov.au	www.cfa.vic.gov.au
Act	www.firebrigade.act.gov.au	www.rfs.act.gov.au
TAS	www.fire.tas.gov.au	www.fire.tas.gov.au
Fed		

	Emergency Services	Emergency Management
WA	www.fesa.wa.gov.au	www.fesa.wa.gov.au
NT	www.nt.gov.au/pfes	www.nt.gov.au/pfes
SA	www.semo.sa.gov.au	www.ses.sa.gov.au
QLD	www.emergency.qld.gov.au/ses/	www.emergency.qld.gov.au/cdrs/
NSW	www.ses.nsw.gov.au	www.emergency.nsw.gov.au/oes
VIC	www.ses.vic.gov.au	http://www.vic.gov.au/
Act	www.esb.act.gov.au	www.esb.act.gov.au
TAS	www.ses.tas.gov.au	www.ses.tas.gov.au
Fed		

Local Government Checklist for Emergency Animal Management Preparedness

Indicate emergency types to consider (select what is relevant to your area)			
Wind storm		Building collapses	Landslide
Cyclones		Terrorism	Tsunami
Earthquake		Hazardous chemical spills	Disease
Structure fire		Overturned livestock carrier	Hoarding
Wildfire		Floods	Other
List relevant Municipal Incident command protocol and procedure			
<ul style="list-style-type: none"> • Refer to <i>Municipal Emergency Management Plan</i> for details on chain of command in an incident. • Response will be in accordance with Business Continuity Plans within each Council i.e. referred to AH process. • other 			
List relevant Interagency communication			
'MOU's up to date <ul style="list-style-type: none"> • Signed • Contacts Backup communication	<ul style="list-style-type: none"> • Shelters • Pound facilities • Boarding establishments • Livestock transporters • Other • in the event that phone systems are out arrange alternate communications eg 2 way radio 		
Review public communication			
<ul style="list-style-type: none"> • Ensure staff are aware of any protocols involving animal management set by Council in regards to Media contacts • Develop web site updates, emergency radio updates of locations/contacts for relocating animals or collection of animals • Other 			
Equipment check list – items required & storage location – consider the following:			
AH contact list ASP Baton Attack protection Barrier mesh Body Bags Bolt cutters Cable ties/tape Camera Cat cage Cat gloves Cat tongs Catch pole Citronella spray D shackles	Dog leads E flares Face mask Fence repair kit Fencing pliers First Aid kit Gauntlets Gloves Halters Hammer Hi-Vis Vest Jacket Keys for park access Lead ropes	Microchip scanner Muzzles Overalls Pound keys Rope Safety glasses Screw drivers Shifter Slip noose Sunscreen Tool box Torch Water Water bowl	

Diary Disinfectant DNA kit Dog collars		Multi purpose tool Magnetic signs Map/street list		Wipes Wire Other	
<u>Emergency kit check list – consider the following items, their availability and location:</u>					
Admittance forms Animal id tags Batteries Other		Brochures for emergencies Flares Portable 2 way radios		Registration database Surrender forms Torches	
<u>Resources for transportation – consider need, availability and location</u>					
<i>Serviced, maintained & easily accessible</i>		Animal transport vehicles with individual cages Access to 4WD vehicle Dog Trailer		Horse float Stock crate Other	
<u>Training</u>					
Employees	Ensure all are trained in safe work procedures & emergency procedures				
Volunteers	Ensure all employment paperwork is completed, training conducted and they clearly understand their role and the chain of command				
Position Descriptions		Transport/collection staff Foster carers		Shelter workers Other	
<u>Review contact lists that might include the following:</u>					
Officer contacts Internal organisational contacts Boarding Kennels Vet Clinics Snake removal Cage hire and traps		Animal associations Animal welfare organisations Wildlife removal and rescue Stock removalists (incl dead livestock) Dog Training organisations Neighbouring Councils Cat enclosures		Neighbouring Pounds Pest removal Livestock owners Dog/cat clubs Government bodies BH & AH numbers Government land leasing Other	
<u>Review stakeholder agencies and contacts</u>					
Internal		<ul style="list-style-type: none"> • AMOs • Operations • Environmental Health Officers • Customer Service 		<ul style="list-style-type: none"> • Emergency Management • Risk Management • Aged and Disabled Care • Other 	
External		<ul style="list-style-type: none"> • Animal shelters • Dog training organisations • Breed rescue groups • Boarding establishments 		<ul style="list-style-type: none"> • Community groups/walking groups • Vets • Other 	
Emergency services Be included in the development of their plans		<ul style="list-style-type: none"> • SES • CFA/MFESB 		<ul style="list-style-type: none"> • Police • Other 	

APPENDIX 4

Memorandum of Understanding:

A statement specifying agreement relative to responsibilities and authorities on matters of common interest.

Insert your logo here

MEMORANDUM OF UNDERSTANDING BETWEEN:

**XYZ Council
And
ABC Organisation**

1. CONCERNING:

Insert the specifications as to what you would like the organisation to do for you.

The housing of evacuated, stray and/or rescued animals from XYZ Council that have been displaced by a declared emergency or disaster.

Insert a paragraph about your organisation and its role in Animal Management in the community.

Insert a paragraph about the reciprocal organisation and what they do in regards to animals in the community.

2. PURPOSE

Specify what the purpose of this MOU is.

This memorandum of understanding is to establish a relationship between XYZ Council and ABC organisation in preparing for and dealing with the care of evacuated, stray, abandoned or rescued animals in disaster situations.

Under the authority of XYZ Council, ABC organisation may assist in the care of evacuated, rescued or stray animals from XYZ Council who have been displaced by an emergency or disaster until such point XYZ can resume normal operations at their own pound facility.

3. CONCEPT OF OPERATIONS

Each party to this statement of understanding is a separate and independent organisation. As such, each organisation retains its own identity and each organisation is responsible for establishing its own policies and financing its own activities. *If relevant*

4. DEFINITION OF A DISASTER

A disaster is a threatening or occurring event of such destructive magnitude and force as to dislocate people and animals, separate family members, damage or destroy homes, and injure or

kill people and animals. A disaster produces immediate suffering and basic animal needs cannot be promptly or adequately addressed by the affected people. Natural disasters include *insert the types of disasters or emergencies that are relevant* (floods, tornadoes, hurricanes, typhoons, winter storms, tsunamis, hail storms, wildfires, windstorms, epidemics and earthquake/s).

Human caused disasters - whether intentional or unintentional- include residential fires, building collapses, transportation accidents, hazardous materials releases, explosions and domestic acts of terrorism.

5. AUTHORITY

Insert your local authority. Include the Act it pertains to and the relevant sections and clauses.

6. PROCEDURE

Under the authority and at the request of the XYZ Council, ABC organisation would assist in *insert relevant roles* (animal rescue and care operations). ABC organisation will be one of the teams deployed under XYZ Council to provide and coordinate the following services in response to a disaster that hits the City of XYZ; *(identify relevant tasks)*

- Rescue of stray, abandoned, owned or stranded animals from affected area
- Transportation of animals from affected area to shelter
- Compassionate removal of animals who don't survive the disaster
- Consistent Lost / Owned /Rescued /Deceased animal documentation

7. ADMINISTRATION

Example agreement

In order that the resources of XYZ Council and ABC Organisation may be coordinated and used to the fullest advantage in rendering disaster relief, both organisations agree:

1. XYZ Council and ABC Organisation will keep each other updated as to the contact information of all personnel who are available 24 hours a day, 7 days a week in order to ensure that any issues or concerns that may arise will be attended to in a timely fashion.
2. ABC Organisation agrees to report directly to XYZ Council for all aspects covered under this MOU.
3. ABC Organisation agrees to enter the XYZ municipality before or following a disaster only upon the invitation of the XYZ Council and agrees to not self-deploy or encourage others to self-deploy regardless of the scope of the disaster. ABC Organisation staff and volunteers' geographic access will be limited to the areas specified on their badges, unless accompanied by an official of the municipality for the conduct of specific time-limited mission assignments.
4. Under the authority and at the direction of XYZ Council, ABC Organisation may assist in the coordination of animal rescue, transport and shelter relief efforts in cooperation with local animal shelters, federal, state and local government officials, and other pertinent organisations or volunteers.

XYZ Council and ABC Organisation will inform city, parish, regional, state and federal officials of this agreement and will urge full cooperation.

5. ABC Organisation may assist XYZ Council in the process of coordinating the credentialing of volunteers and adhere to volunteer credentialing requirements as they pertain to municipal operations, including, but not limited to, ensuring that all volunteers and staff on site or while on duty prominently display their credentials at all times. ABC Organisation staff and volunteers must surrender all official credentials prior to departure from the response or at the request of the Incident Commander. Any ABC Organisation staff or volunteers that misuse response credentials to gain access to unauthorized areas will be cause for immediate dismissal of the individual. To enable pre-credentialing (response worker badge issuance) purposes, ABC Organisation will provide XYZ Council with a list of ABC Organisation staff and lead volunteers who are anticipated to be deployed to XYZ municipality for responses.

6. To ensure that each agency, its staff and volunteers are working efficiently, ABC Organisation may assist the XYZ Council in the preparation, implementation and management of Standard Operating Procedures as outlined in the Disaster Response Plan.

7. Recognising the need for advising the public of the work of both organisations, XYZ Council and ABC Organisation will make every effort, through their public information offices to keep the public informed of their cooperative efforts.

Coordination of press releases commences immediately upon initiation of a request for assistance from the XYZ Council to ABC Organisation. At this time, all press releases drafted by ABC Organisation pertaining to joint rescue/transport from the disaster area must be reviewed by the Communications/Media Manager for XYZ Council prior to public dissemination. XYZ Council has the right to strike or modify any statement within the release that is detrimental to the organisation's image or those of its partners, or to withhold said information if it compromises the safety of its employees, volunteers, partners or the animals being rescued/transported. All significant changes will be reviewed between the ABC Organisation's Communications/Media Manager and the lead Communications/Media Manager for XYZ Council.

The XYZ Council will recognize ABC Organisation for its role and contribution in all XYZ Council releases related to the disaster. ABC Organisation has the right to review the statement prior to issuance and propose modifications to the language if it is detrimental to its image or inaccurately reflects its role in the response.

8. Together, the XYZ Council and ABC Organisation will ensure that all equipment necessary to rescue, transport and care for the animals and the volunteers staying on site will be provided by the XYZ Council, ABC Organisation, and/or other agencies through either purchase or donation. Purchases made for the purpose of joint operations will be available to each agency and must be accounted for through regular inventory. Any purchases made must first be approved for compatibility with existing supplies, as well as to prevent redundant purchases, by XYZ Council as the local lead agency for the municipality.

9. Should ABC Organisation assist in the sheltering of animals, the ABC Organisation, XYZ Council and any other agencies assisting with the care of the animals are responsible for returning any property used as an animal rescue shelter to its pre-animal rescue facility condition upon ceasing animal rescue sheltering operations.

10. ABC Organisation will work cooperatively with all organisations with which the XYZ Council has an established MOU. ABC Organisation agrees to provide support to those officially recognised agencies working under the direction of the official response agencies and will not engage, support, or encourage those agencies or individual volunteers working outside the system.

11. ABC Organisation personnel and volunteers deployed to the field to assist in rescue operations agree to minimise damage to private property in their efforts to capture stray/owned animals, or to mark locations where animals have been caught, sighted or otherwise cared for in accordance with established protocols. This includes holding to local policies specific to entering private property, whether occupied or uninhabited, use of official SAR door markings and posting of notices related to lost and found information for animals.

12. ABC Organisation marked attire will be provided to ABC Organisation deployed staff and volunteers only; all other volunteers will wear their agencies uniform or XYZ Council attire.

13. Modifications within the scope of the agreement shall be made by mutual consent of the parties, by the issuance of a written modification, signed and dated by all parties, prior to any changes being performed.

14. XYZ Council shall not be liable for any portion of any expenses incurred by ABC Organisation unless XYZ Council has expressly agreed to assume such expenses, in writing, prior to the incurrence of such expenses by ABC Organisation.

15. ABC Organisation will not be liable for any portion of any expenses incurred by XYZ Council unless ABC Organisation has expressly agreed to assume such expenses, in writing, prior to the incurrence of such expenses by XYZ Council.

16. Nothing in this agreement shall be so construed as to provide either party with the authority to bind the other to any agreement, undertaking, cost, liability or expense of any nature. Neither party shall be entitled to any rights of possession, custody, ownership or control, either expressed, or implied, of the tangible resources provided by the other party.

17. ABC Organisation shall defend, hold harmless and indemnify the XYZ Council and its officers, agents, employees, volunteers and each of them in all capacities from and against all claims, causes of action, lawsuits, costs, damages, fines, judgments, penalties, losses, liabilities or expenses arising from any services or activities undertaken by ABC Organisation pursuant to this MOU, excepting only any claims, causes of action, lawsuits, costs, damages, fines, judgments, penalties, losses, liabilities or expenses arising from the negligence of XYZ Council, its officers, agents, employees and volunteers.

18. XYZ Council shall defend, hold harmless and indemnify ABC Organisation and its officers, agents, employees, volunteers and each of them in all capacities from and against all claims, causes of action, lawsuits, costs, damages, fines, judgments, penalties, losses, liabilities or expenses arising from any services or activities undertaken by XYZ Council pursuant to this MOU, excepting only any claims, causes of action, lawsuits, costs, damages, fines, judgments, penalties, losses, liabilities or expenses arising from the negligence of ABC Organisation, its officers, agents, employees and volunteers.

19. Nothing in this MOU shall be so construed as to create a relationship of employer and employee, or principal and agent, partnership or joint venture as between XYZ Council and ABC Organisation.

20. The use of the name and emblem of either organisation by the other shall be allowed only in the case of particular projects undertaken pursuant to the prior express written consent of the organisation and when such projects are in conformity with that organisation's regulations.

21. The XYZ Council recognises that ABC Organisation is dependent upon voluntary public financial support to carry out its programs. Each organisation will be sympathetic with the other organisation's position in conducting special appeals and campaigns for funds during times of disaster and will help interpret the need for such to its membership.

22. ABC Organisation agrees to demobilise upon the request of the XYZ Council.

8. COMPLETE LIST OF CONTACTS

This paragraph provides a list of the personnel from each agency or co-operator that will have working knowledge of the agreement and will be overseeing its administration. Include name, position (title), organisation, email, business, home, fax and mobile contact numbers.

9. COMMENCEMENT/EXPIRATION DATE

This Memorandum of Understanding (MOU) shall be effective upon signature and terminate on *(a date 5 years on)*. Six months prior to termination, the parties shall meet to review the progress and success of the MOU and determine whether it shall be extended for an additional five years. In no event shall any extension of this MOU be for a period exceeding five years. This MOU may be terminated at any time by written notification from either party to the other.

10. SIGNATURES

IN WITNESS WHEREOF, the parties hereto have executed this MOU as of the last date written below.

Name _____ Date _____
Title _____
Council _____

Name _____ Date _____
Title _____
ABC Organisation _____

Thanks to Laura Maloney for supplying an MOU developed post Hurricane Katrina from the LA/SPCA

Reference material	
Australian Government – Australian Communications and Media Authority	http://www.acma.gov.au/WEB/STANDARD/pc=PC_2498
Emergency Management Australia	http://www.ema.gov.au
Fire and Emergency Services Authority of Western Australia	http://www.fesa.wa.gov.au
Northern Territory Police, Fire and Emergency Services	http://www.nt.gov.au/pfes/
South Australia - State Emergency Service	http://www.ses.sa.gov.au/
Emergency Management Queensland	http://www.emergency.qld.gov.au/emq/
Emergency Management New South Wales	http://www.emergency.nsw.gov.au/oes
Victorian Law Today – Emergency Management Act 1986	http://www.legislation.vic.gov.au/Domino/Web_Notes/LDMS/PubLawToday.nsf/95c43dd4eac71a68ca256dde00056e7b/6c6a73fdf8cbfb9bca25743a0080d953!OpenDocument
State Emergency Service - Tasmania	http://www.ses.tas.gov.au
Australian Government Emergency Management Australia	http://www.ema.gov.au/
Australian Capital Territory - Domestic Animals Act 2000	http://www.austlii.edu.au/au/legis/act/consol_act/daa2000163.txt/cgibin/download.cgi/download/au/legis/act/consol_act/daa2000163.rtf
New South Wales – Companion Animals Act 1998	http://www.austlii.edu.au/au/legis/nsw/consol_act/caa1998174.txt/cgibin/download.cgi/download/au/legis/nsw/consol_act/caa1998174.rtf
Northern Territory – Local Government Act	http://www.austlii.edu.au/au/legis/nt/consol_act/lga182.txt/cgibin/download.cgi/download/au/legis/nt/consol_act/lga182.rtf
South Australia – Dog and Cat Management Act 1995	http://www.austlii.edu.au/au/legis/sa/consol_act/dacma1995164.txt/cgibin/download.cgi/download/au/legis/sa/consol_act/dacma1995164.rtf
Queensland – Local Government Act 1993	http://www.legislation.qld.gov.au/LEGISLTN/CURRENT/L/LocGovA93.pdf
Tasmania – Dog Control Act 2000	<a "="" href="http://www.thelaw.tas.gov.au/tocview/index.w3p;cond=:doc_id=102%2B%2B2000%2BA%20T%40EN%2B20070823000000;hison=;prompt=;rec=-1;term=">http://www.thelaw.tas.gov.au/tocview/index.w3p;cond=:doc_id=102%2B%2B2000%2BA%20T%40EN%2B20070823000000;hison=;prompt=;rec=-1;term=
Victoria – Domestic (Feral and Nuisance) Animals Act 1994	http://www.legislation.vic.gov.au/Domino/Web_Notes/LDMS/PubLawToday.nsf/a12f6f60fbd56800ca256de500201e54/208AC36301FE0A31CA2572CD001114A6/\$FILE/94-81a034.pdf
Western Australia – Dog Act 1976	http://www.slp.wa.gov.au/statutes/swans.nsf/5d62daee56e9e4b348256ebd0012c422/4a064291b0d86f0f4825664f001e40df/\$FILE/Dog%20Act%201976.pdf

Queensland Government State Disaster Management Group	www.disaster.qld.gov.au
Animal Health Australia - AUSVETPLAN	http://www.animalhealthaustralia.com.au/programs/eadp/ausvetplan_home.cfm
'Recovering from the 2003 Canberra bushfire: a work in progress'	<p>A report that was undertaken by researchers from the Australian Catholic University (ACU National), the University of Canberra and the ACT Department of Health, with support from the ACT Government was funded by Emergency Management Australia under their Research and Innovation Program,.</p> <p>The research report is based on a survey answered by more than 500 people and a follow-up interview process. Designed to find out what helps people to recover after a disaster, and what gets in the way of recovery, the survey was mailed to the 1600 Canberra households who registered with the ACT Bushfire Recovery Centre following the January 2003 bushfire.</p>