Biosecurity Emergency Management

Response Logistics Guide

V 1.0 – 27 February 2020

Version Control

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Contents

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- Australian Government Department of Agriculture, Water and the Environment

- Animal Health Australia

- LOGBER workshop participants and Trainers (August 2019, Perth)

- Kate Dobson and Craig Elliott, P2R2 Consulting

Associated Documents

The versions of the following documents that were current at the time of issue were used in the development of this Guide.

The NBEPEG acknowledges the contribution made by the custodians of these documents:

Document	Available from
AIIMS 2017 Australasian Inter-Service Incident Management System	Australasian Fire & Emergency Services Council (AFAC)
AUSVETPLAN Control Centre Management Manual Part 2	Animal Health Australia (AHA)
EADRA Guidance Document: Appointment of Industry Personnel in an EAD response	AHA
EADRA Guidance Document: Normal Commitments for Parties to the EAD Response Agreement	AHA
BIMS Biosecurity Incident Management System	NBEPEG
EADRA Emergency Animal Disease Response Agreement	AHA
EPPRD Emergency Plant Pest Response Deed	Plant Health Australia (PHA)
Interstate Deployment Arrangements for Biosecurity Responses	NBEPEG
LOGBER Participant Manual (Managing logistics for a Level 2 biosecurity emergency response)	Available from Tocal College

1   Introduction

1.1   Authority

This Guide has been developed by the National Biosecurity Response Team (NBRT) Advisory Group, established under the National Biosecurity Emergency Preparedness Expert Group (Expert Group).

The Expert Group endorsed this Guide for national issue on 27 February 2020.

1.2   Purpose

This Guide describes contemporary response logistics principles, systems and processes so Logistics Managers and their teams can contribute effectively to any Australian biosecurity response by confidently, safely and efficiently managing response facilities and services with simple, compliant systems and tools.

While every jurisdiction applies their own policies, processes and systems to biosecurity responses, this Guide provides a common benchmark to promote consistency, whilst also supporting flexible and scalable application to jurisdictional arrangements.

This Guide assumes a basic level of knowledge exists with its users – either in departmental processes that are relevant to response logistics, incident management and/or biosecurity responses.

This Guide is also designed for use as a training resource. It contextualises incident management arrangements specifically for personnel in the Logistics section; and it can be used by anyone seeking an understanding of biosecurity response logistics.

1.3   Scope & Application

This Guide addresses the Logistics function as described in the Biosecurity Incident Management System (BIMS) and AUSVETPLAN Control Centre Management Manual 2. It uses terminology from those documents and also addresses some aspects of the Finance & Administration function, which are important from 'Day 1' in a response.

This version mainly focuses on 'start up' i.e. the first weeks of a state/territory response for Level 1-3 incidents as defined in BIMS. While Level 4-5 incidents will typically escalate more quickly, the same principles, outcomes and tasks apply.

1.4   Review

The Expert Group is responsible for arranging the review of this document, at least every three years. The frequency may be adapted as needed; for example, extended due to responses, or shortened due to significant changes in processes or lessons identified.

The Expert Group secretariat will coordinate the review of this Guide with stakeholders, including the NBRT Advisory Group.

1.5 Context

1.5.1 Current Incident Management Arrangements

This Guide complements current Australian biosecurity incident management arrangements, which can be adopted and implemented in any Australian jurisdiction as required.

These arrangements are summarised in Figure 1, showing the major influences for the biosecurity response context.

Like emergency operations for other hazards/threats, biosecurity responses are classified from Level 1 (lowest) to Level 5, as described in BIMS.

While the scale of response may differ, the same incident management principles apply. For example, a small, localised exotic ant detection may be a Level 1 incident, whereas a Foot-and-Mouth (FMD) detection would typically start as a Level 3 incident.

Responses are managed by new, temporary units in responding biosecurity agencies and as such they must also comply with the existing policies of the department. For the Logistics section, these typically include but are not limited to: finance, human resources, safety, facilities, fleet management and procurement policies; as they influence: staffing; travel arrangements; wage/salary payments; procurement-purchasing; credit card usage; vehicle/fleet management and maintenance.

While biosecurity response processes may be approved to vary from the responding department's 'norm' the methods used, and outcomes must be consistent with policies.
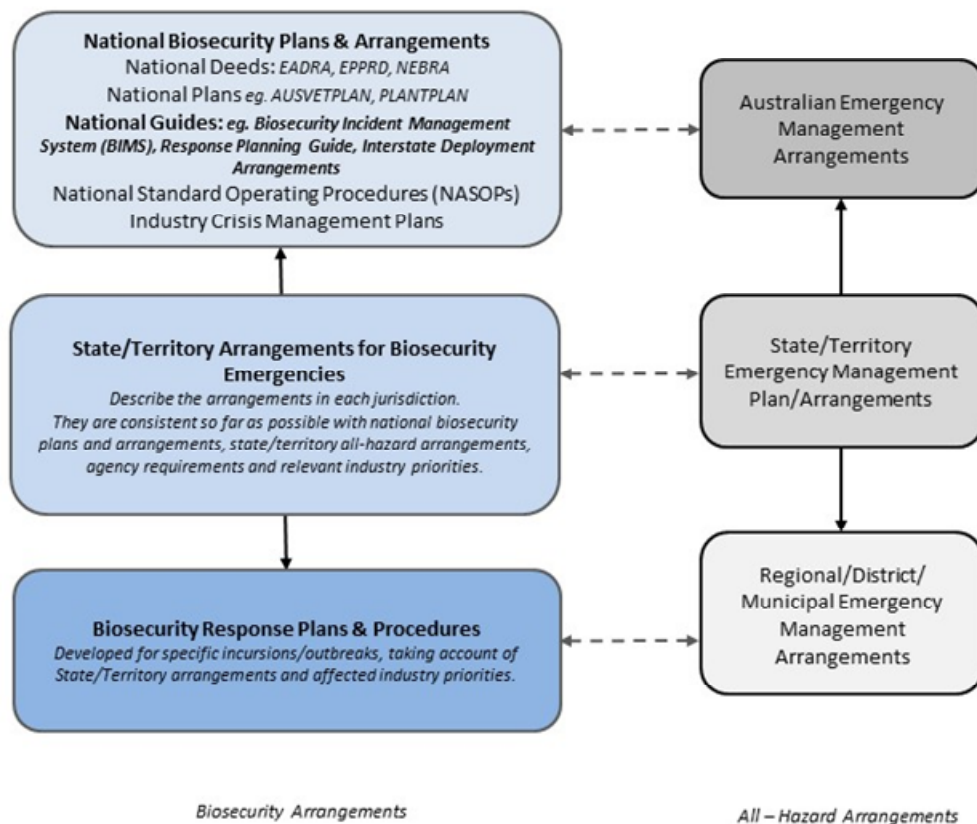

Figure 1: The biosecurity response planning framework

1.5.2 What is Response Logistics?

"The Logistics function is responsible for the acquisition and provision of human and physical resources, facilities, services and materials required to support achievement of the objectives set by the Incident Management function" (Source: BIMS, 2012, p43).

The principles in Section 1.5.3 are recommended to be applied by every member of the Logistics team to every decision, outcome and output.

1.5.3 Guiding Principles for Response Logistics

This section includes five recommended operating principles for Response Logistics:

1.	**Management By Objectives (MBO)**	All decisions, outcomes and outputs contribute to the response aim, which should also include objectives for recovery.
		If an activity or task does not directly relate to the response aim and objectives, it should be revised and/or relegated.
		Implicit in MBO is 'span of control' and 'functional approach' (refer to BIMS for further detail).
2.	**Coordination**	When multiple centres or locations are operating, each Logistics unit needs to operate within its scope, which is typically achieved by regular interaction with relevant Logistics personnel at other centres/locations.
		Logistics personnel also need to coordinate actions with other incident management sections at their own centre/location.
		Effective coordination is underpinned by Shared Situational Awareness i.e. awareness of the current situation and the next likely developments. All Logistics personnel need to maintain awareness of progress of the response in broad terms, as well as detailed appreciation of the status of each of their tasks.
3.	**Systems Approach**	All Logistics units establish, maintain and monitor systems and processes to manage the life-cycle of relevant activities, not just one aspect (i.e. start, middle and end, not just start).
		'Start as you mean to go on' is a Logistics Management saying that means establishing systems and processes so they provide an adequate standard of service for the response, and is an ongoing reminder to not 'cut corners' thinking you are 'too busy'.
		Implicit in a 'systems approach' is that systems and processes are flexible and scalable so they can be adapted, without having to establish entirely new systems and processes.
4.	**Simple & Fit For Purpose Systems**	Systems and processes should be simple and fit for purpose to: • optimise efficiency (e.g. so they can accessed by staff from any organisation, and still kept appropriately secured) • optimise compliance • enable consistent use; and • enable progressive updates as needed.

It is important to recognise that all staff engaged in the response will be operating under pressure and responses can be stressful. Simplicity in design of systems and procedures can ease some of this pressure.

A simple combination of tools that collectively support continuity and consistency for each Logistics process is:

- **A Sub-plan** (see [Section 3.5.2](#) for further information)
- **Support tools,** such as templates and registers which provide consistent ways of recording information:
  - templates record information on an individual basis; and
  - registers record aggregated information, to support planning and reporting.
- **A Handover Training Checklist** to show new staff what they need to do.

Together, these three types of tools support continuity in the Logistics section.

5. Team Work	The Logistics team is constantly solving problems in an environment that is dynamic and can be stressful and complex, especially in prolonged responses.
	The team needs to maintain its focus on supplying business services in a positive and ethical way for the duration of the response.
	This is achieved through a combination of skills, knowledge and behaviours which are underpinned by self-care and support for all team members to get adequate rest, and to maintain perspective.
	The Logistics Manager has an important leadership role in managing the team effectively and compassionately, as it has a significant influence on all team members.

2 About Response Logistics

2.1 Role of the Logistics Section

The Logistics section is responsible for obtaining, maintaining and demobilising resources, services, equipment and supplies needed for the response, as shown in Figure 2.

Compared with other sections that have clear milestones (such as Planning – the response plan; and Operations – completing operations at infected premises), Logistics provides ongoing business services so response strategies and tactics can be implemented.

As the 'business service' of the response, Logistics has a clear role in enabling and supporting compliance with departmental policies, often coordinating complex processes using a standard suite of simple tools (procedures, registers and Handover Training Checklists) to optimise compliance and minimise the impact of roster cycles when different people are undertaking response roles.

The Logistics team is typically 'first in and last out' so it follows that the more smoothly and quickly that simple systems and processes can be established, the more effective the response operation can be.

1	• IDENTIFY necessary items and/or outcome (Consider related safety standards, procurement requirments and options)
2	• SOURCE items, equipment or supplies
3	• ASSIGN items, equipment or supplies
4	• MANAGE - MAINTAIN items, equipment or supplies
5	• DEMOBILISE - DISPOSE of items, equipment or supplies
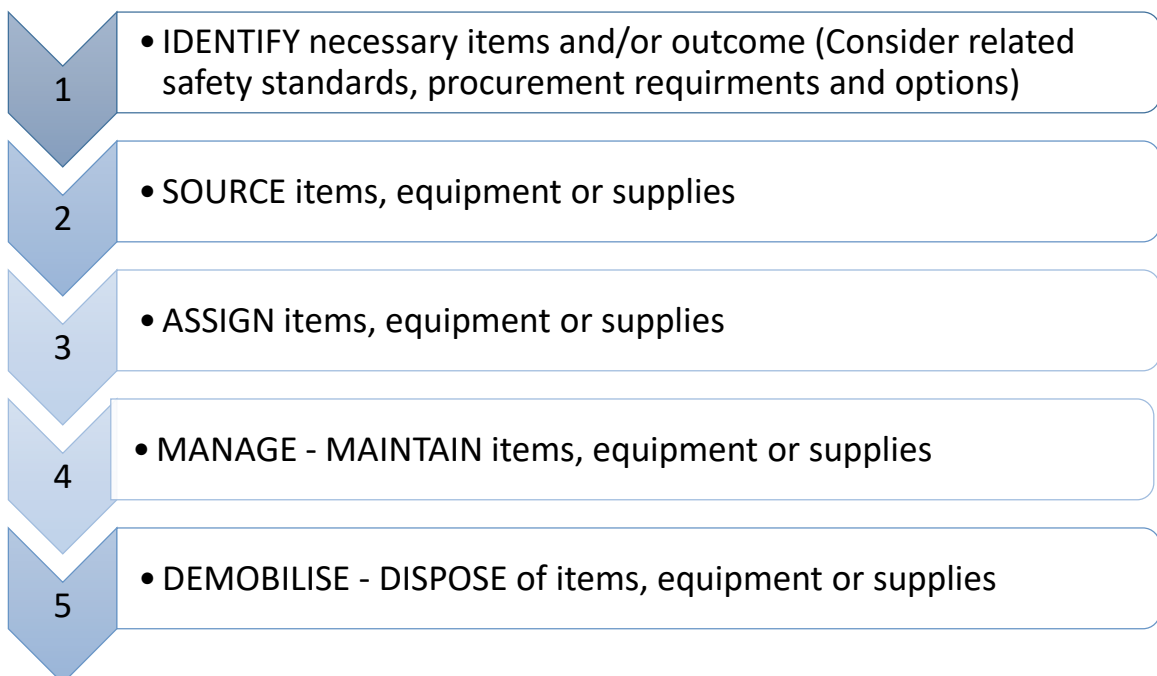
Figure 2: The Response Logistics Process

2.2   Structure of the Logistics Section

Figure 3 shows the typical Logistics structure of a response team.

Depending on the size and complexity of the response (as well as available departmental support) it may be necessary to establish several units to manage the Logistics activities needed for the incident.

A key principle in emergency management is to ensure a function is scalable and flexible in its structure.

The underpinning need is for the Logistics function to contribute to the response aim and objectives, and its structure and resourcing should reflect this.

The Finance & Administration section is also shown in Figure 3, as a number of its units are critical in the start-up phase; and experience shows that biosecurity agencies frequently combine these two functions into a single Logistics section.

Figure 3: Logistics units in a biosecurity response incident management structure

Source: BIMS

2.2.1 An Overview of Logistics at 'Start Up'

National plans and arrangements identify two functions that relate to the Logistics section in the 'start-up' phase – 'Logistics', and some units in 'Finance & Administration'.

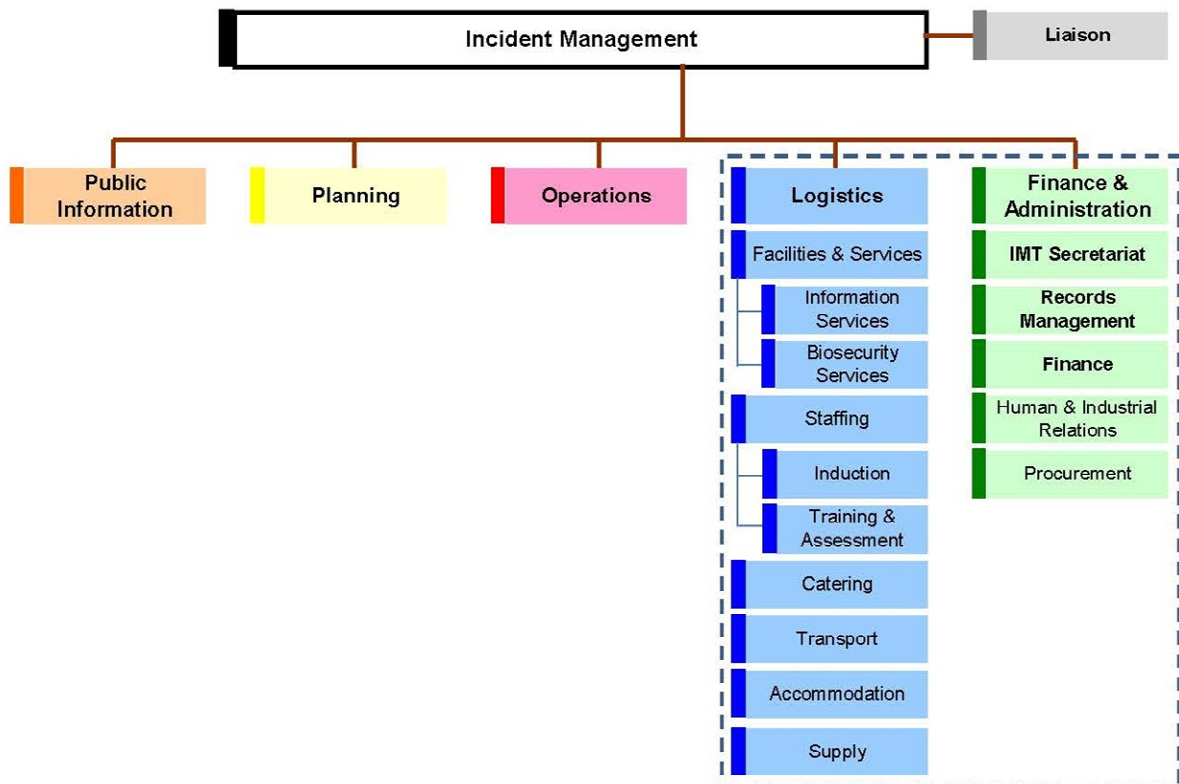|	
Logistics Management	• Oversees and guides all coordinators in the running of their units, each of which may be made up of smaller teams, with team leaders organising them.
	• This unit ideally comprises a Logistics Manager, Deputy Logistics Manager and Support Officer.
	• Together they are responsible for the delivery of outcomes and outputs described in the Incident Action Plan, through the safe, ethical/principled management of the Logistics team members.
Facilities & Services (includes Information Services –IT; and Biosecurity Services)	• This unit is responsible for providing 'fit for purpose' facilities and services for the response, which typically includes establishing control centres and areas to support field operations (which may be called 'Forward Command Posts' or 'Staging Areas').
	• Facilities and services typically include:
	- sites for the centres/areas which may be fixed and/or transportable
	- reception security
	- work stations: desk, chairs, dividing screens, stationery, voice and data services and equipment, such as printers
	- parking, traffic flow
	- biosecurity services, including wash-down areas for response vehicles
	- storage areas: field equipment/supplies, control centre supplies, records; and
	- other areas/services: mail/courier pick up and drop off areas, media-stakeholders briefing space, cleaning and rubbish removal.
	• This unit is also responsible for:
	- maintaining registers of equipment and supplies at the control centre/other response areas
	- arranging for maintenance/servicing during the response, and demobilisation (in accordance with the demobilisation plan); and
	- having appropriate redundancy back up services for critical items.
	• Typically, this unit works closely with the Logistics Manager; and Staffing, Induction & Training and Supply

	Units; and may need support from the departmental IT service from time to time.

Staffing
(includes Induction & Training)
	• Staffing is responsible for sourcing, acquiring, logging and tracking the human resources required for the response. Specific responsibilities typically include:
	
	  - forecasting staffing needs (in consultation with the Resourcing unit in Planning)
	  - developing/updating Job Cards
	  - developing and applying response policies for staffing which are consistent with departmental policies
	  - sourcing personnel (they may be from a variety of departmental teams, jurisdictional departments, partner organisations, interstate and/or international)
	  - rostering (including reconciliation with actual activities)
	  - coordinating with Transport, Accommodation, Induction, and Catering units, as needed
	  - coordinating payroll processes (often with the Induction and Finance Units); and
	  - coordinating exit processes as staff finish roster periods.
	
	• Typically, this unit works closely with the Logistics Manager, Transport, Accommodation, Induction and Catering units, and may need advice from the departmental Human Resources team, from time to time.

Catering	• This unit arranges meals and refreshments for response personnel at control centres and field teams. • While catering is often outsourced, orders need to be coordinated from the control centre, meet food safety standards, comply with departmental purchasing policies and support all response personnel (regardless of locations worked or duty periods/shift times). • Typically, this unit works closely with the Staffing Unit.
Transport (& Travel)	• This unit arranges transport (usually air and ground modes) for response personnel arriving to, and departing from, the response; as well as when working in the response • Responsibilities also include developing and applying response policies for transport, which are consistent with departmental policies, and can include arranging transport between centres, and where authorised, for guests and stakeholders. • Typically, this unit works closely with the Staffing and Accommodation units (to plan and coordinate transport

	needs); and the Operations section, to adjust transport arrangements for field work.
Accommodation	• This unit arranges accommodation for response personnel and where authorised, for guests and stakeholders. • Accommodation can be sourced from a range of providers and be in various forms (e.g. hotels, B&Bs, cabins, relocatable options and rental properties). • This unit is also responsible for developing and applying response accommodation policies, which are consistent with departmental policies. • Typically, this unit works closely with the Staffing and Transport units to plan accommodation needs, and with accommodation providers to source accommodation.

Supply	• This unit arranges purchasing/hire/loan for equipment and supply needs of the response. This involves:
	
	   - identifying equipment/supplies needs and suppliers
	   - acquiring (based on a Task Request)
	   - assigning and deploying
	   - tracking and reconciling
	   - maintaining (as needed); and
	   - recovering, returning, demobilising and/or disposing of equipment and supplies.
	
	• This unit also develops and applies response policies for supply which are consistent with departmental procurement and financial delegation policies, and can also develop and administer contracts.
	
	• Typically, this unit works closely with the Facilities & Services Unit, Operations units and the relevant suppliers; and may also need advice from the department's Procurement and Finance teams from time to time.

Finance	• Finance provides policy support to the Incident Manager including advice and solutions on financial issues, such as cost-sharing arrangements and/or compensation claims. • It also is responsible for the management of, and accounting for, all financial transactions for the response.

Incident Management Team (IMT) Secretariat	• The IMT Secretariat provides secretariat support to the Incident Management Team (IMT). Specific responsibilities include:
	
	   - organising meetings of the IMT, in accordance with the daily schedule of activities, or as advised by the Incident Manager; and
	   - creating and maintaining records (including minutes) of these meetings and distribution as appropriate.

	•	*Optional*: This unit can also supply Support Officers to work in each section, provide direct support to the Section Managers by monitoring the mailbox, manage records of the section and assist with document control in the section.
Records Management	•	Records Management is responsible for the overall management of all records (paper and electronic) received and generated by the IMT.
	•	Records Management includes processes for the collection, collation, storage and retrieval of the wide variety of response records which typically include: emails, forms, response plans, policies and procedure, field work data e.g. surveillance data, destruction reports, invoices, registers and event logs (especially IMT and Operations Coordinators event logs).

2.3   Response Phases and Logistics Priorities

The phases of a biosecurity response are:

- Investigation and Alert

- Operations; and

- Stand-Down.

These phases are explained in more detail in the Biosecurity Incident Management System (BIMS) document.

Awareness of the phases of a biosecurity response is important as each phase means there is a different emphasis on activities for each Logistics unit.

This Guide focuses on priorities for the Investigation and Alert phase, and the start of the Operational phase (see Section 4: Logistics in Response). However, it can be used for any response phase as the same activities are undertaken by the Logistics section, although they may have a different emphasis and systems will be established and potentially evolving, rather than being set up.

This Guide also includes ideas for handovers throughout a response; as well as planning for, and managing, demobilisation – two activities that have substantial implications for the response, if not executed well.

2.3.1   Relief & Recovery

Relief and recovery activities typically commence in the response phase, and in a strategic sense, response activities are a major recovery tactic i.e. disease control strategies are one of the main ways that recovery supports business continuity for affected producers or growers.

While relief and recovery activities are typically developed by the Planning section with support from industry members in a number of roles e.g. Specialist Advice Livestock Industry, and/or Liaison Livestock Industry representatives, Logistics day-to-day activities contribute to relief and recovery, particularly by engaging a variety of local businesses and services to assist with and/or support response work.

Identifying and engaging businesses and services in communities affected by the incident, within the agency or response procurement policies and procedures, can support recovery objectives.

The Staffing, Supply, Accommodation and Catering units particularly contribute to relief and recovery in this way.

2.4   Working with other Response Sections

Typical collaborations between Logistics and other incident management sections are:

- Incident Management: establishing appropriate financial delegations to manage expenditure for the response; managing IMT Secretariat; and assisting the Safety Officer through records management processes.

- Planning: development of plans, such as the Resource Plan; Medical Plan; Demobilisation Plan; Incident Action Plans; Situation Report contributions; and confirming relevant legal authorisations are in place for response staff.

- Public Information: arranging facilities for hotlines; sourcing relevant services (such as graphic design, printing and advertising); and assisting with the organisation of community engagement events.

- Liaison: providing workstations and facilities at the control centre for Liaison Officers, including Industry; Other Agencies (non-biosecurity related and/or recovery agencies assisting the response); Jurisdictional (biosecurity departments); and Veterinary Practitioners (if relevant).

- Operations: arranging field teams; vehicles; equipment and supplies for field work; courier services for samples; and Forward Command Posts facilities, as needed.

- All Sections: control centre set up (including meeting rooms and break out areas); arranging demobilisation; staffing the response; and records management.

2.5   Working with other Centres

Biosecurity responses can be configured in a range of ways, depending on the pest/disease, detection locations and industry impact.

The national plant and animal plans describe responses which are managed from state and/or local centres, and/or Forward Command Posts, and define the scope of work of the staff at each centre (that is, state-wide or a defined, local area).

A third approach has evolved in some jurisdictions, where a single response centre manages the functions of both local and state centres. This is often referred to as an Incident Control Centre (ICC). This model sees the Incident Management Team (IMT) take responsibility for all strategic, operational and tactical planning and operations, instead of a division between the State and Local Control Centres.

For these reasons the Logistics Manager (and indeed all IMT members) need to be clear about the configuration of the response and confirm how this relates to their team members' duties, so duplication and overlap is minimised, and consistency is optimised.

Logistics functions are typically undertaken at all control and/or coordination centres. Unless a single control centre is managing the response, Logistics staff members need to have ongoing and effective interactions with the Logistics personnel in the other centres.

3   Logistics Manager Responsibilities

3.1   The Role

The Logistics Management role has three main aspects:

- leading the Logistics Team

- contributing to the Incident Management Team (IMT); and

- logistics planning, including maintaining situational awareness.

This section describes important factors that a Logistics Manager must be aware of and/or manage; however, Appendix 5.1 'cuts to the chase' and lists the things that <u>must</u> be addressed at the start of every response.

3.2   Required Knowledge & Skills

Logistics Managers need a sound understanding of:

- the Logistic section, its role and purpose in the Incident Management Team (IMT) and response

- risk management

- safety management

- team leadership and staff management including supervisory strategies, conflict resolution and team building

- technical knowledge of a wide variety of legislative and departmental policy requirements, processes and systems; and/or

- the ability to access and apply the relevant information quickly.

3.2.1 Managing Risk for Response Logistics

The Logistics section establishes and maintains a wide range of systems and processes in support of the response aim, as well as the jurisdiction's reputation and cost recovery in the longer term.

Therefore, the two strategic Logistics risks for the response can be described as:

1. The risk that delivering on the response aim will be compromised due to inadequate design and/or application of Logistics systems and processes, causing safety and/or administrative failures (this is typically due to inadequate oversight and/or inadequate 'risk mitigation' practices); and

2. The risk that the nation and/or the affected jurisdiction/s will experience negative outcomes in relation to proof of freedom and/or cost recovery due to inadequate design and/or application of Logistics systems and processes (particularly in relation to records management).

A wide range of causes contribute to these risks and many of them are addressed to some degree by applying existing departmental policies to Logistics systems and

processes, e.g. having appropriate financial delegations in place for response roles and including appropriate approval requirements for booking travel and accommodation.

See Appendix 5.2 for a summary of legislative and departmental policy matters that typically contribute to managing risks related to the Logistics section.

The Logistics section should augment awareness of departmental policies by establishing liaison points with departmental staff for specialist advice. Examples include IT, Records, HR, Finance, Fleet Management, Legal and WHS managers who can assist with policy advice needed for the response.

See Appendix 5.3 for a suggested list of contacts that should be maintained during a response to support continuity and response operations.

In addition, as responses are dynamic, the Logistics Managers and Unit Leaders should analyse the effects of changes in the response on Logistics systems and processes, and make adjustments as needed, to address new exposures.

In most responses, staff change over regularly so an ongoing issue to be managed across all response sections is staff induction and training. The following activities are critical to optimise continuity and consistency:

- general induction

- section inductions and introductions to other team members

- handovers that:
  - include an updated Sub-plan for the role/unit, and tools and registers
  - support On-the-Job training (using a current Training Handover Checklist) including guided practice in undertaking the main tasks; and

- a positive culture for an empowered and professional team attitude.

3.3   Leading the Team

Leading the team includes:

- establishing an appropriate team structure with the resources available; and

- tasking and supporting team members to deliver a high quality service for the response.

Useful underpinning strategies are to maintain a Deputy Logistics Manager in the section structure and, where possible, arrange for team members to cross-train so they can complete duties in multiple Logistics units.

This involves providing rapid, quality decisions so team members can 'keep on' with delivering the necessary services, and may also involve re-structuring the team.

Getting the best out of the team depends on applying positive and contemporary management strategies. See Section 4.3 for practical tips.

3.3.1 Managing Safety

Response work typically involves people using their existing skills and knowledge in a new way and/or place, in new teams and often in time-pressured circumstances with potential exposure to animals, chemicals or biohazards.

For these reasons, all IMT members must be adept at safety management as part of leading their teams so that:

1 Staff are tasked and supervised appropriately (especially field teams) with effective communication networks, and clear times to check in during, and at the end of work.

2 Staff have adequate training (start with making sure the Training Handover Checklist is used routinely by the Logistics team).

3 Staff are equipped appropriately – especially for dealing with exposure to zoonotic diseases.

4 Contractors are appropriately incorporated and inducted into the response.

5 Positive safety culture is promoted, such that:

- advice from the Safety Officer is routinely considered

- procedures are regularly maintained/updated

- information about hazards and incidents is shared

- prompt and pro-active action is taken to remove and mitigate hazards and/or address breaches of safety instructions; and

- existing safety systems for reporting hazards and incidents are used.

The Safety unit provides the safety systems and specific safety advice to all IMT areas.

The Operations section typically manages most safety aspects of a response due to the team's day-to-day activities. A basic safety strategy is for the Operations Manager and/or Coordinators to hold daily briefings and de-briefings with the team. In addition, safety is supported by implementing the Medical and Communications Plans and applying/using the response policies and procedures.

The Logistics section contributes to safety management through every unit's activities and responsibilities, summarised below.

Logistics Management	• Logistics Managers must oversee and guide the Logistics team to routinely incorporate safety management considerations into their duties.
	• The Logistics Manager must also make sure that the response's Safety plan is followed by the Logistics team.
Facilities & Services	• The Facilities & Services unit contributes to safety by providing and maintaining facilities that are fit for purpose and meet the department's safety standards.
	• Simple examples include providing adequate space at centres and ergonomic chairs; all electrical equipment is

	serviced/maintained and response areas and storage areas for equipment and supplies are kept tidy.
Staffing (includes Induction & Training)	The Staffing unit contributes to safety through:
	• applying safety requirements of specific response roles as part of rostering. These should be identified by the IMT, if not already addressed in Job Cards.
	• recording team member details e.g. emergency contacts, accreditations, licences, vaccinations. It is good practice to take copies, if possible, as part of the response records.
	• including specific safety instructions in general and section inductions.
	• regularly collating and reconciling 'On-the-Job' training participation records for induction and training.
	• checking team member information for relevant medical conditions and discussing with team members and/or relevant IMT members as needed, so safety is supported when rosters are arranged.
	• Rostering and accommodation arrangements that:
	- support safety and well-being so far as possible; and
	- account for fatigue management and necessary travel (to join and leave the response), as well as daily travel between accommodation and response work.
	• As a guide, response staff should not be required to travel for more than an hour, to and from response duties (and less time is preferable).
Catering	The Catering unit contributes to safety through:
	• maintaining a good variety of fresh and healthy foods
	• adjusting orders as needed for medical conditions/allergies
	• providing adequate catering that is delivered in a timely manner; and
	• monitoring food safety standards.
Transport (& Travel)	The Transport unit contributes to safety by:
	• booking travel that limits transit time, minimises disruption to normal sleep patterns and provides adequate rest periods before staff members start response duties
	• maintaining a vehicle fleet that meets the needs of the response; and
	• managing servicing and repairs of vehicles promptly, with supporting advice to the teams planning for and/or using the vehicles.

Accommodation	The Accommodation unit contributes to safety by: • working with the Staffing unit to minimise fatigue for response staff • sourcing accommodation options that meet a minimum of 3-star standard and have ready access to meals and parking on-site; and • ongoing review of the quality of accommodation, paying particular attention to feedback about cleanliness, personal safety and noise/comfort which may affect sleep.
Supply	• The Supply unit makes an ongoing contribution to safety by sourcing equipment and supplies that are fit for purpose, which includes meeting safety standards. • As part of supply, contractor arrangements need to specifically consider safety arrangements. • The department's contractor requirements, the response needs and the contractor's circumstances need to be reviewed as part of the procurement process so that contractors can operate within the response's safety management system. • Contractors should be inducted to the response; often this is best undertaken by a Team Leader, prior to work commencing at the site.
Finance	N/A
IMT Secretariat	The IMT Secretariat unit contributes to safety by: • recording safety actions discussed at IMT meetings; and • assisting Section Managers to 'stay on top of things' through their duties, if Support Officers are working in each section.
Records Management	The Records Management unit contributes to safety by: • managing team members' records, such as emergency contacts, medical/allergy notes, and how hazards and incident reports are handled in the response • managing team members' records of licences and accreditations • recording induction and training participation; and • recording hazard and incident reports. These should be saved and a summary register maintained in consultation with the Safety Officer/unit.

3.3.2 Keeping the Team Updated

Leading the team and supporting safety in a response mainly comes down to regular and meaningful communications within the Logistics team.

Typical ways a Logistics Manager can keep the Logistics team updated include:

- daily tasking and monitoring, using a whiteboard (anything highly visible by the team, that can be updated easily):
  - daily tasking briefing: start with a review of the most recent Situation Report; discuss the schedule for the day, including planned breaks; and
  - daily debriefing: finish with a group review of progress made and identify priorities for the next day.
- Task Requests: for specific tasks/actions
- use of event logs and updating Sub-plans regularly; and
- verbal updates after IMT meetings (or other similar response meetings).

If the IMT Secretariat unit includes Support Officers working in other IMT sections, it is vital to ensure they are included in relevant updates/briefings.

In addition, the value in including Logistics personnel who work at other centres in some briefings should be carefully considered by the Logistics Manager.

3.4 Participating in the IMT

The Logistics Manager is an important member of the IMT. They arrange IMT Secretariat support, resolve tactical issues at IMT and contribute to forward planning considerations.

Important skills of the Logistics Manager are the ability to pre-empt resource requests, identify changing needs in resources or services, follow up with the relevant Section Managers to define what is needed, and guide other managers on departmental compliance requirements.

Changes in strategy, additional detections (new 'IPs'), industry requests or community perception issues/opportunities may all lead to changes that Logistics will contribute to addressing.

There is very little that is discussed at an IMT meeting that is not in some way relevant to someone in the Logistics team; therefore, it is critical that the Logistics Manager is prepared for, attends and contributes to all IMT meetings.

It is good practice for the Logistics Manager to:

- brief the Logistics team after the IMT meeting
- regularly touch base with the other Logistics personnel in other centres; and
- frequently observe Operations team briefings or debriefings, as this is a great 'trouble-shooting' strategy for working effectively with the Operations team.

3.5 Logistics Planning Fundamentals

The Logistics Manager is responsible for leading the Logistics team and contributing to the IMT. Both of these responsibilities require planning – dynamic planning, as well as more structured planning.

Logistics Managers should consider different planning horizons, which are adapted in the context of the pest/disease and incursion, including:

- strategic planning, which takes the longest view ahead; e.g. 4-12 weeks or longer, such as 'proof of freedom' timelines

- operational planning, that has medium term focus of 1-4 weeks. This is typically the focus of Logistics inputs to the Incident Action Plan (IAP); and

- tactical planning, which is short term, and focuses on the current assignment of usually 1-3 days. This is typically reported on in Situation Reports and can be managed by daily planning and tasking of the Logistics team.

3.5.1 IMT Plans with Logistics Inputs

Planning Section typically coordinates the development of the following plans and documents, and the Logistics Section must contribute to the plans in the timeframes requested.

The Logistics Manager typically coordinates Logistics' inputs and should always 'clear' (i.e. approve and/or endorse) the inputs before they are submitted.

Response Plan	This strategic level plan explains the funding arrangements and anticipated response strategies.
	This is usually the source document for the IAP, Resourcing and other operational plans.
IAP – Incident Action Plan	This plan describes how the Response Plan is being implemented for a specified period of time.
	It includes the main objectives; activities; and systems/processes of the response.
	Multiple sections in the IAP typically need input from, or review by, Logistics including:
	- the aim/objectives - Logistics - Administration - Coordination and Communication; and - Safety
	It is important that the activities are described in a 'SMART' format – Specific, Measurable, Achievable, Realistic and Time-bound – to provide clarity.
Situation Report (SitRep)	Situation Reports (SitReps) report on progress against items described in the IAP.
	Typical things reported on by Logistics in the SitRep are:
	the number of people working in the response (daily figure, Full Time Equivalent or FTE)

- staffing sources – list the organisations supplying personnel
- general comment on adequacy/progress of rosters (optional)
- response costs – year to date, typically split into wage related costs and operating costs
- if Safety is not being reported separately, then include the number of incidents reported:
  - during the SitRep period; and
  - since the start of the response;
- Damage/loss reports:
  - during the SitRep period; and
  - since the start of the response;
- current issues and achievements; and
- forecast – summary of next anticipated activities.

Safety Plan	The Safety Plan describes how safety is to be managed for response activities.
	It applies to all IMT sections, so it is the Logistics Manager's responsibility to make sure it is applied in, and by, the Logistics section.
	In addition, the Logistics section contributes to safety through its processes as outlined in Section 3.3.1 of this Guide.
Resourcing Plan	The Resourcing Plan describes what resources will be required for the response and overviews their specific requirements, attributes, and timings.
	This is a critical plan for the Logistics team as it provides the forecast of what they will need to arrange.
	Logistics should work with Planning to develop and update Resourcing Plans.
Communications Plan	The Communications Plan describes the main internal communication modes for voice communications as well as protocols for internal communications.
	This plan typically includes fixed line, mobile phone and radio options, and is of particular relevance to the Facilities & Services and Supply Units in Logistics.
Medical Plan	The Medical Plan describes how medical matters and emergencies will be managed in the response.
	Examples include how to handle needle stick injuries with irritant vaccines, or exposure to zoonotic disease; arranging urgent medical assistance; communications protocols for medical matters and/or emergencies.

	The Logistics Manager must follow this plan for the Logistics team, and there are cross-references with the Communications and Safety Plans, which all Logistics personnel need to be mindful of.
Natural Hazard/s Plan/s	Natural Hazard Plans are developed as needed, when natural hazard conditions deteriorate and may impact on the response team.
	They should summarise arrangements so the team is safe, which can include adjusting field work plans (as required for the weather) and special arrangements for evacuation and team communications if needed, out of hours.
Demobilisation Plan	The Demobilisation Plan describes the arrangements and timing of demobilising the response.
	Developed by Planning, the Logistics section must be involved in its development (See more about demobilisation in Section 4.5 of this Guide).

3.5.2 Logistics Sub-plans

Internally, each Logistics unit should maintain a Sub-plan (to the IAP) that describes the current arrangement for delivering that service.

Sub-plans are typically maintained internally to the Logistics section. They should be approved by the Logistics Manager, but are not typically included in the IAP.

Sub-plans should not be extensive, but sufficiently detailed to support a new person coming into the role. They should be updated prior to handover and be discussed during each handover.

See Appendix 5.4 for a template for Logistics Sub-plans.

4 Logistics in Response

This section identifies outcomes that are important for Logistics to deliver, especially in the start-up phase of a response.

It does not attempt to describe how those outcomes are achieved, which is dependent on a wide range of factors and is the remit of jurisdictional procedures.

4.1 Response Phases and Logistics Priorities

The list shown next summarises the priorities for Logistics across the phases of a biosecurity response.

Phase	*Priority Logistics Systems & Processes*
Investigation and alert	• Staffing: initial roster • Control centre identification, location and set up • Supply – Task Requests, identification of potential suppliers and initial purchasing • Records Management; and • IMT Secretariat.
Operations	• Staffing: induction, training, handovers • Control centre suitability (ongoing assessment) and adjusting services for the response team Planning typically manages visual displays in the centre, but they may need Logistics assistance to arrange specialist equipment/services • Supply • Transport (and Travel) • Finance • Catering; and • Accommodation.
Stand-down	• Demobilisation: centre/locations, personnel, records; and • Handovers to new teams/projects.

4.2 Checklists & Manager Check Points

The checklists in this section identify priorities for 'start-up' in more detail; that is, the investigation and alert phase, and the start of the operational phase.

The tools listed are deliberately simple as this Guide aims to support all levels of preparedness.

The inclusion of tools in this section does not imply that all jurisdictions should change their existing processes; rather it provides a benchmark that existing systems and processes could be assessed against to identify areas of strength and/or opportunities for improvement.

It also provides any Logistics team with clear direction if they find themselves in a 'green-field' situation, with very little in the way of templates and tools.

Any tool may be combined with others, as needed, to suit the staffing arrangements in a Logistics team.

A series of checkpoints for Logistics Managers are also included. They are designed as questions that can be asked and/or verified in key documents. They are recommended for use on a regular basis throughout the response to the general 'health' of each unit's systems, processes and effectiveness.

All tools and checkpoints are related to the overall process that Response Logistics units undertake to provide the necessary support for the response, which is shown in Figure 2 (see Section 2 of this Guide).

4.2.1 Facility & Services

This is typically one of the first units to be established in Logistics to establish work spaces for the response team in its various locations.

Typically, this unit works closely with the Logistics Manager; and Staffing, Induction & Training and Supply Units; and may need support from the departmental IT service from time to time.

Tools – What's needed to deliver this service?

Tool	Explanation
Sub-plan and Handover Training Checklist	• In the Sub-plan, include policies, procedures and arrangements for managing and/or demobilising the control centre and response facilities. • In the Handover Training Checklist, identify the things to be shown to incoming staff, as part of their handover.
Floor Plan *[Assumptions: lease/booking arrangements to*	• Arrange available floor area to accommodate response sections and meeting spaces (IMT and small group meetings; face-to-face and virtual meetings) • Consider safety, communications between sections, security (physical and information), biosecurity risks

Tool	Explanation
use the space are in place]	• Prepare supporting traffic management plan/s with parking, loading/unloading/pedestrian areas; and • Include signage in the response areas for Sections and 'in-trays' (which shows the relevant response role).
Equipment Register	Set up to summarise non-consumables, including: • quantity, and relevant specifications of equipment • source (custodian and location) and date of arrival • current location in the response; and • date and method of demobilisation/return.
Damage Register	To record loss of or damage to response equipment and supplies.
Task Requests	Refer to the Supply Unit checklist (see Section 4.2.7).
Supporting infrastructure - services	This following features and services need to be addressed, so far as possible, so the response facility is safe and functional: • back-up power • cooling/heating features • alternate sites in the event of facilities failure • kitchen/break areas and arrangements to provides snacks • toilets, showers, rest area and sick bay • services/areas for cleaning clothes/equipment • lost property area and arrangements • storerooms for equipment and supplies, especially for Logistics, Operations and Public Information • parking/loading/wash-down areas, traffic management • rubbish removal, cleaning, secure shredding services • signage • emergency warden and First Aid arrangements (arrange with the Safety Officer/unit; and • mobile equipment e.g. marquees, mobile toilets/showers, mobile kitchen/rest areas, disposal bins, storage areas, cool rooms (for bulk vaccine storage); decontamination or sterilization facilities and equipment e.g. for re-use of on-farm equipment such as vaccine applicators.

Tool	Explanation
Furniture & Stationery	The following items are typically used in responses: • tables, chairs, room dividers • whiteboards, pin boards, visual display area; and • stationery equipment and supplies (such as pens, highlighters, marker pens, scissors, staplers, sticky tape, notebooks, manila folders, in-tray's etc.).
IT Equipment	The following items are typically used in responses: • networked data points and/or WIFI • IT equipment, such as computers, screens, docking stations, mobile devices and fixed line phones • supporting software (also consider virtual meetings) • supporting IT services e.g. response email accounts, folder directory, access to the departmental records system • access to departmental intranet, and internet; and • networked printers.
Access and ID system	Make arrangements so far as possible for: • access arrangements for business hours and after hours • identification system for response personnel; and • staff sign in/sign out area (including a procedure for handling the sign in/out records). • Work with Staffing unit to arrange issue and return of response identification for staff based on roster periods.
General Induction inputs	• The Facility & Services Unit should assist with updates to Joining Instructions and General Induction information.

Logistics Manager Check Points

☐ Are there adequate work stations for rostered staff, as well as visitors?
(Check 1-2 days before each new roster commences)

☐ Can only authorised personnel access the control centre?

☐ Are all access keys/cards accounted for?

☐ Are the sign in/out processes being adhered to?

☐ Is the Equipment Register up to date?

☐ Are storerooms kept tidy and adequately secured?

☐ Is the Control Centre facility cleaned and bins regularly emptied?

☐ Are parking/loading arrangements effective?

☐ Are there adequate storage areas at, or adjacent to, the control centre?

4.2.2 Staffing

This is typically the busiest unit in Logistics, and its outcomes are critical for the response strategy.

Typically, this unit works closely with the Logistics Manager, Transport, Accommodation, Induction and Catering units, and may need advice from the departmental Human Resources team, from time to time.

Tools – What's needed to deliver this service?

Tool	Explanation

Sub-plan and Handover Training Checklist	• The Sub-plan should:
	  - include the policies, procedures and arrangements for sourcing, managing and demobilising staff including industrial agreements, policies e.g. fatigue management, access and security, safety
	  - clearly identify the roles with the authority to source, place and approve personnel for response roles; and
	  - include processes for monitoring wage payments and other entitlements e.g. overtime and travel.
	• In the Handover Training Checklist, identify the main things to show incoming staff, as part of their handover.

Roster Template	• Rosters should be at least two weeks in advance: and
	  - detail response roles, rostered duty periods, arrival, departure and handover details; and
	  - must take fatigue management policies and practices into account.

Organisational chart with contacts	• Should be updated and distributed at least weekly to the response team and key stakeholders.
Job Cards	• Summarises duties of each response role. • Include specified licences, accreditations, skill sets and zoonotic/contact restrictions/requirements. • Developed/finalised by the relevant Section Manager.
Staffing Register	• Record details of planned duties and associated travel on the Staffing Register • Used to reconcile with actual staffing details • Includes key information from Team Member Details form (including emergency contacts, duty roles and period, medical conditions/allergies, dietary requirements and licences/accreditations; and • Records authorisations for jurisdictional biosecurity legislation e.g. animal/plant health powers.

Tool	Explanation
Response Team Member Details form	• This form captures current details of response personnel to support safety and operations, and should be: - submitted to the Unit prior to staff joining the response; and - updated when staff re-join the response.
Joining Instructions Templates	• Explain the Joining Instructions for different staff groups (such as different Government and labour hire/casual).
Timesheet Template	• Timesheets for response personnel • Should support completion and submission of timesheets for all relevent response personnel to payroll areas (recognising the variety of pay cycles) • Payroll arrangements should be included in the Staffing Sub-plan; and there may be some overlap with the response's Finance Unit.
Hazard/Incident Report Template	• This should be managed by the Safety Officer, but the Staffing unit is involved to maintain staff records. • Also requires a supporting procedure for handling the forms and recording details on a register.
Response personnel files (*secured*)	• Individual files for each response personnel member may be established and should be secured to specified positions with a defined 'need to know'. • This becomes more important as the response continues, and/or expands.

Logistics Manager Check Points

- [ ] Is the roster filled for at least the next three days, and ideally for the next two weeks?

- [ ] How staff are being sourced (intra/inter departments; partner organisation; interstate and/or internationally); and what arrangements are being used to manage the deployments e.g. Interstate Deployment Arrangements?

- [ ] Is the roster is being reconciled daily, using sign in/out records?

- [ ] Is the organisational chart being distributed regularly to primary stakeholders?

- [ ] How is contingency planning being managed e.g. for changes in scope/scale or response; restrictions on availability of staff?

- [ ] Is the Staffing register up to date, and/or do Job Cards show required licences etc?

- [ ] Are Joining Instructions tailored accurately for different staff groups, including addressing relevant industrial arrangements?

- [ ] Are response personnel being sent their Joining Instructions at least one week before their rostered duties commence?

- [ ] Are IMT members aware of their section's staffing, e.g. when staff are due to leave and arrive, if there are gaps?

- [ ] Do IMT members know how to manage the hazards/incident/accident situations affecting their team members?

- [ ] Are staff being paid correctly and on time for their response work?

- [ ] Are personnel files up-to-date and secure?

4.2.3 Induction & Training

This is unit is critical for response personnel getting 'on deck' as quickly as possible by providing general information about the response, and a solid foundation for section and role level induction/training.

In addition, this unit coordinates departure arrangements for staff completing their rostered duty periods.

Typically, this unit works closely with the Staffing Unit.

Tools – What's needed to deliver this service?

Tool	Explanation
Sub-plan and Handover Training Checklist	• The Sub-plan should include the policies, procedures and arrangements for organising and delivering general and section level inductions, On-the-Job training, handovers and exit interviews of response personnel. • In the Handover Training Checklist, identify the main things to show incoming staff, as part of their handover.

Induction package	• Package should include:
	  - Facilitator's Checklist for face-to-face sessions
	  - General Induction contents – identifying what content is delivered face-to-face and/or on-line; and addressing the information needs of the inductee including information on the target disease, public information messages, response structure (including their supervisory structure)
	  - Participation record to document participation in general induction (online/face-to-face)
	  - Section Induction Guide/Checklist (for IMT Managers)
	  - Site Safety Induction Guide/Checklist – a resource for Induction Officer or similar to give any new person a preliminary Site Safety Induction (e.g. the location of emergency exits, sign-in/out area, toilets, kitchen/break-out areas and meeting rooms).

Induction & Training Register	• This register should include worksheets that summarise:
	  - Planned inductions
	  - Planned exit interviews
	  - the response training plan (a record of the training sessions for each response role, their update frequency etc). This is used to guide discussions with IMT Managers for section and role level On-the-Job training
	  - A participation summary which is a central record of all induction and training undertaken during the response, based on individual participation records.

Staff ID System	• The Staff ID system includes:

Tool	Explanation
	- response identification cards or similar
	- registers to record the issue and return of response identifications in line with inductions and exit interviews; and
	- the issue and return of identifying clothing/vests for specified response roles e.g. field teams.
Handover Template	• This template should be issued to control centre staff preparing to finish their rostered duty period. • These staff complete the template and use it to guide their 'replacement' through the handover. • Handovers should be filed as a response record, in each section's records.
Handover Training Checklist Template	• This template provides a consistent way for IMT sections to record the main points for On-the-Job training. • It includes a section for recording participation in the training, which the Induction & Training unit should record in the Induction & Training Register.
Exit Interview Checklist	• This checklist is used to arrange the return of response equipment and resources, finalise relevant travel arrangements and assist the departing team member with lodging timesheet/other claims, where relevant. • Like the Handover Training Checklist template, this checklist should include a section for recording completion of the Exit Interview, which the Induction & Training unit should record in the Induction & Training Register.

Logistics Manager Check Points

☐ General Inductions:

- Are they occurring before staff commence response work?
- Is the content relevent/tailored for different groups of staff members?
- Are they being delivered professionally, and consistently?

☐ Is the Induction Unit routinely checking Team Member Details for relevant medical/religious information related to safety?

☐ Are the Logistics Training Checklists up-to-date for On-the-Job training?

☐ Are IMT Managers arranging section inductions and submitting On-the-Job training records to the Induction & Training Unit?

☐ Is the Induction &Training Register up to date?

☐ Are all staff identifications accounted for?

☐ Is there regular, positive feedback from response personnel and IMT about the quality/relevance of the General Induction?

☐ Is the Induction Unit assisting IMT members to coordinate handovers and exit interviews so response personnel are supported when they leave the response?

☐ Where are the Logistics handover records being secured and saved?

4.2.4 Catering

This Unit arranges catering for response personnel in a way that is consistent with departmental policies and supports the response objectives.

This Unit has close working relationships with the Staffing Unit.

Tools – What's needed to deliver this service?

Tool	Explanation
Sub-plan and Handover Training Checklist	• The Sub-plan should include the policies, procedures and arrangements for sourcing and ordering catering for the response, as well as adjusting orders, arranging payment and reconciling records.
	• Catering policies and arrangements should address food safety (temperatures and length of time to keep), disposal of leftovers, budget, standing exclusions, and method to collate dietary/religious requirements of rostered personnel.
	• In the Handover Training Checklist, identify the main things to be shown to incoming staff, as part of their handover.
Catering Register	The register should record:
	• caterers in each area relevant to the response, menu styles/options, prices and invoicing/payment arrangements;
	• orders placed; and
	• actual catering provided and meal sign-in summaries.
Meal Sign-in Records	This records personnel who received catering and is used to reconcile invoices with orders.

Logistics Manager Check Points

☐ What agreements are in place with each regular caterer?

☐ What are the current expenditures with each caterer (review with procurement guidelines)?

☐ Do contracts need to be adjusted?

☐ Is catering being ordered through a variety of providers (ideally local providers so local businesses are supported, and food is likely to be freshest)?

☐ Are meal sign-in records being:

- reconciled with catering orders?
- saved as part of the Section's records?

☐ Catering quality:

- Is catering sufficient, healthy and varied (that is, not the same every day)?
- Is catering consistently being delivered with requested timings?

☐ Is delivery timing supporting response work and personnel?

☐ Are catering invoices:

- reconciled with orders?
- paid in a timely manner?

☐ Is there regular, positive feedback from response personnel on catering quality?

4.2.5 Transport (& Travel)

This Unit arranges the transport services for the response including travel to and from the response location, and transport during rostered duty periods.

Typically, this unit works closely with the Staffing and Accommodation units (to plan and coordinate transport needs); and the Operations section, to adjust transport arrangements for field work.

Tools – What's needed to deliver this service?

Tool	Explanation

Sub-plan and Handover Training Checklist	• The Sub-plan should include the policies, procedures and arrangements for response travel and transport, particularly:
	  - sourcing, booking, changing and paying for travel, and
	  - arranging, maintaining, repairing, insuring and demobilising adequate fleet supply for rostered duties.
	• 'Travel' refers to arrangements for response personnel to move between their home location/area and the response.
	'Transport' refers to fleet arrangements during rostered duty periods and includes mitigating biosecurity risks related to transport.
	• In the Handover Training Checklist, identify the main things to show incoming staff, as part of their handover.

Relevant Department policies/ allowances	• Bookings should be:
	  - compliant with existing departmental policies, and
	  - made with a view to complementing travel allowance policies and claims.

Central booking service and/or contracts	• Some departments maintain contract services for managing travel and transport bookings, which may need to be integrated into response arrangements. • Otherwise, contracts may be required for transport/fleet bookings to be compliant with procurement/fleet policies.

Travel & Transport Register	• The Register should record:
	  - travel and transport providers relevant to the response, their products, typical rates, inclusions and invoicing/payment arrangements
	  - travel bookings (in line with rostering details) for response personnel (for example, flights, passenger train/coach) as well as the reconciliation of costs
	  - transport bookings (e.g. hire cars, departmental pool car bookings etc.) and cost reconciliation
	  - a Vehicle Register with details of vehicles assigned to the response (licence requirements, fuel card details,

Tool	Explanation
	log books), sign in/out, key management, maintenance records (such as servicing schedule), vehicle source and return details - a Cab Charge Register to record allocation of cab charges used by response personnel - repairs/maintenance bookings and outcomes; and - any other transport modes (e.g. shuttle bus services).
Licence Records	• Licence details of response personnel who plan to drive response vehicles should be recorded. Exception: This does not apply to personnel driving their own personal vehicles, or work vehicles typically allocated to them for their substantive duties. • These details may be recorded: - By the Staffing Unit (based on Team Member Details and information provided in inductions), in consultation with the Transport Unit; or - by the Transport Unit in the Transport & Travel Register.
Log books	• Log books/vehicle running sheets should be kept for all vehicles used in the response (whether hire cars or departmental fleet). • The Transport Unit collates these progressively and arranges for the cost to be coded appropriately.
Vehicle Signage	• It may be valuable to arrange temporary signage for response vehicles (such as magnetic signs for car doors), especially if the vehicles are hire cars and not identifiable as government vehicles. • If temporary signage is issued, this should be recorded in the Vehicle Register.
Traffic Management	• Areas for parking, loading/unloading, as well as general traffic movement, should be maintained for the response.
Refueling Arrangements	• The Transport unit should: - establish a small number of refueling options for the variety of circumstances that typically arise (e.g. for cars with fuel cards, cars without fuel cards) and advise what to do when unable to access a preferred fuel supplier; - verify a substantial proportion of the fuel payments, as an ongoing assurance task.
Servicing & Repair Arrangements	• Response vehicles need to be serviced/maintained to support safety.

Tool	Explanation
	• In addition, repairs may be needed from time to time. In this case, an incident/accident form and or damage/loss report should be submitted to substantiate the expense of the repairs. • Arrangements need to be in place so that vehicles being used in the response are maintained appropriately and/or repaired if needed. • The Transport Unit coordinates maintenance and repairs, including timely advice to the impacted response personnel/supervisors of relevant changes.
Wash-down Facilities	• Vehicles being used in the response require wash-down facilities to manage biosecurity risks and uphold the department's good reputation. • The Transport Unit should establish a small range of wash-down options and ensure they are being used appropriately.

Logistics Manager Check Points

☐ Are there adequate and suitable vehicles in the response?

☐ Are there any forecast deficits; (and if yes) how are they anticipated to be addressed?

☐ Are log books being completed to an adequate standard?

☐ How are licences being checked/recorded?

☐ Are vehicles kept clean, to minimise biosecurity risk and maintain positive public perception? Who maintains the wash-down procedure and is information from it included in the General Induction, especially for Operations staff?

☐ Are arrangements in place for alternative transport options, such as taxi vouchers, public transport services and departmental co-travel?

☐ Is appropriate and adequate transport information provided in the General Inductions (especially check on field staff induction content)?

☐ Are there any issues with vehicles – are they suitable for use in the response?

☐ Are there any issues with vehicles, such as fines, parking infringements or parking related/loading congestion?

☐ Are policies in place to guide booking certain types of travel flights, such as economy or flexible fares; access to frequent flyer points etc?

☐ Are travel bookings supporting handovers to occur and minimising fatigue management, in an effective and timely manner?

4.2.6 Accommodation

This Unit arranges accommodation for response personnel who need it, in a way that is consistent with departmental policies, supports fatigue management and the response objectives.

Typically, this unit works closely with the Staffing and Transport units to plan accommodation needs, and with accommodation providers to source accommodation.

Tools – What's needed to deliver this service?

Tool	Explanation
Sub-plan and Handover Training Checklist	• The Sub-plan should include the policies, procedures and arrangements for sourcing and booking accommodation for the response, as well as changing bookings, arranging payment and reconciling accommodation records. • In the Handover Training Checklist, identify the main things to be shown to incoming staff, as part of their handover.
Relevant Department policies/allowances	• Accommodation bookings should be managed as consistently as possible within existing departmental policies and allowances, to support equity.
Central booking service and/or contracts	• Some departments maintain contract services for managing accommodation bookings, which may need to be integrated into response arrangements. • Otherwise, contracts may be needed for accommodation, to be compliant with procurement/fleet policies.

Accommodation Register	• The register should record:
	  - accommodation providers, their facilities, rates, inclusions and invoicing/payment arrangements; and
	  - block bookings and actual stays.

Logistics Manager Check Points

- ☐ Is adequate accommodation available?

- ☐ Is accommodation safe, clean, in a reasonably quiet location?

- ☐ Is accommodation being booked through a variety of providers from/in affected communities?

- ☐ What are the current expenditures with each provider (review with procurement guidelines)?

- ☐ Do contracts with accommodation providers need to be adjusted?

- ☐ Are block bookings being made, and, if so, managed to minimise unnecessary cost to the department and disruption to the supplier?

- ☐ When were accommodation inclusions last reviewed? E.g. breakfast, other meals etc.

- ☐ Are accommodation inclusions consistent with award/industrial conditions; and how are opportunities for fraud/inadvertent 'double-dipping' being minimised?

- ☐ Is accommodation close to the control centre/other services? E.g. A supermarket?

- ☐ Is there positive feedback from accommodation providers and response personnel?

- ☐ Are bookings being reconciled with actual stays?

- ☐ Are accommodation invoices being presented in a timely manner?

- ☐ Are there arrangements in place for alternative accommodation options (such as renting properties, relocatable units)?

- ☐ Are there agreements (such as MoUs) with agencies that have temporary accommodation facilities (mobile base camps, for example)?

4.2.7 Supply

This Unit arranges purchasing and delivery for equipment and supplies needed for the response. This work has strong connections with supporting safety in the response, and includes general warehousing storage and stocktaking services.

Typically, this unit works closely with the Facilities & Services Unit, Operations units and the relevant suppliers; and may also need advice from the department's Procurement and Finance teams from time to time.

Tools – What's needed to deliver this service?

Tool	Explanation

Sub-plan and Handover Training Checklist	• The Sub-plan should include:
	  - the policies, procedures and arrangements for seeking estimates/quotes; and
	  - the placing of orders, delivery, receipt and storage and/or assignment/allocation of ordered equipment supplies.
	• In the Handover Training Checklist, identify the main things to show incoming staff, as part of their handover.

Task Request system	• The Task Request system relies on close working arrangements with the Finance Unit.
	• The system includes:
	  - Task Request template; and
	  - Task Request Register, which summarises the progress of all Task Requests.

Authority	• Supply Unit personnel should have the appropriate authority to place orders once approved by response roles with a relevant financial delegation.
Departmental policy/ arrangements	• The Department will have existing arrangements in place related to procurement and expenditure thresholds, as well as preferred supplier arrangements. • This established protocol must be adhered to for all response purchases.

Supply Register	• The Supply Register records:
	  - suppliers for items/goods used in the response
	  - equipment/supplies for field kits
	  - other plant and equipment (including any safety or registration information where industrial safety laws require such information); and
	  - stock on-hand at the control centre.
	• The Technical Standards Register is a summary of technical standards that are relevant to equipment/supplies.

Logistics Manager Check Points

☐ Are Task Requests:

- completed with adequate detail to give initial direction to the Supply unit?
- allocated a unique identifier; that is, a number?
- being recommended by the appropriate position (for example, Section Managers) and approved by the Incident Manager or the Logistics Manager?
- being resolved in a timely manner?
- reconciled with invoices?

☐ Does the Task Request system support remote/off-site activities (such as Forward Command Posts)?

☐ Is the current version of the Task Request form in use?

☐ Is the Task Request Register being updated regularly (e.g. daily)?

☐ Are unresolved Task Requests followed up?

☐ Is there a deadline (time) for submitting Task Requests each day?

☐ Does the Supply unit have an effective working relationship with departmental procurement advisors?

☐ When was the last time the Supply Unit checked suitability of equipment/supplies with Operations?

☐ Are goods and services being sourced through a variety of providers from/in affected communities?

☐ Is receipt, storage/allocation of goods clearly recorded in the Supply Registers?

☐ Are store rooms clean, tidy, well organised and secure?

☐ Are invoices being saved in a central location using the standard file-naming conventions for the response?

☐ Are invoices being paid in a timely manner that supports working relationships contributing to the response?

☐ Is access restricted to plant and equipment with a WHS risk (e.g. cherry-pickers, fumigators)?

☐ Are accreditation/licence details and training records for plant and equipment checked prior to users being assigned to duties?

4.2.8 IMT Secretariat

Under BIMS, this unit is part of the Finance & Administration function, but it typically starts in Logistics.

Tools – What's needed to deliver this service?

Tool	Explanation
Sub-plan and Handover Training Checklist	• The Sub-plan should include the policies, procedures and arrangements for this unit, including administering IMT meeting, managing IMT meeting records and providing support to IMT sections (via Support Officers). • In the Handover Training Checklist, identify the main things to show incoming staff, as part of their handover.
IMT meeting Templates	• Templates typically include: - meeting agenda - meeting notes - actions list - Closed Actions Registers; and - meeting papers. • The Meeting Notes template should clearly show: - linkages between outcomes/decisions and actions; and - agreed actions and responsible individuals.
Section Register	• This register is maintained by Support Officers and provides a broad section log of events. It can include: - action tracking (from IMT and other meetings) - section events/milestones, such as approval of new procedures/updates to procedures, development of new strategies/methods, achievements, resolution of key issues (end of destruction work at an IP), new detections and demobilising Forward Command Posts - a document control register for the section, showing the current version of documents and templates in use - commonly used record locations (that is, specified departmental records used for section outputs) - mailbox maintenance protocols, for example, when to delete/move emails, how to group emails in sub-folders for reference, and when to finalise emails/archive mailboxes (or parts of) as records; and • Log Book and Handover Register, listing the details of handovers completed, as well as the dates that log books were scanned and saved into the section records. This is typically managed in consultation with the Induction & Training Unit.

Logistics Manager Check Points

- [ ] Are meeting agendas being managed and distributed in a timely manner for all invitees (whether in person or attending remotely)?

- [ ] Are meeting notes and actions being recorded accurately and concisely?

- [ ] Is the register recording the status of actions, including notations about what was actually done, the responsible person and when the action was closed/completed?

- [ ] Are closed actions being saved in a separate, continuous register?

- [ ] Is the Incident Manager (and IMT broadly) satisfied with the quality of meeting records?

If Support Officers are rostered:

- [ ] Are section mailboxes being maintained?

- [ ] Are sections using the current versions of the documents and templates?

- [ ] Are section records being progressively updated?

- [ ] Are Section Registers being maintained with actions being tracked, e.g. section logs?

4.2.9 Records Management

Under BIMS, this unit is part of the Finance & Administration function, but it typically starts in Logistics.

The tools listed below identify outcomes that should be addressed in a response, regardless of which information and/or records management systems is used.

Tools – What's needed to deliver this service?

Tool	Explanation
Sub-plan and Handover Training Checklist	• Sub-plan should include the policies, procedures and arrangements for records management in the response, showing how a range of records mechanisms is coordinated to develop the response records, in accordance with departmental retention and disposal schedules. • Response records mechanisms typically include emails, event logs (especially for IMT Managers and Section coordinators), forms, documents, response working directory and departmental record locations. • It is good practice to convert as many records as possible to electronic formats through electronic workflows, and/or by scanning print records to PDF format. • In the Handover Training Checklist, identify the main things to show incoming staff, as part of their handover.
Records Management Register	• This register should collate the records management arrangements, including: - a summary of the Response Working Directory structure - Departmental Records Repository (see below) – a summary of where key response records are to be saved, along with any relevant security and disposal arrangements - a summary of the Response Document Control Arrangements; and - a summary of defined response records and their handling requirements.
Response Working Directory	• A standardised structure for response working files should be established, in addition to basic protocols/business rules for maintaining it in good working order. • This Directory is typically set up by the Facilities & Services Unit, while the Records Management unit should advise on access, to support appropriate confidentiality/'need to know' basis in the response.

Tool	Explanation
Departmental Records Repository	• The Repository is a standardised structure for records that meets departmental retention-disposal schedules; and is aligned with the Response Working Directory. • Responsibilities for creating records will largely depend on Support Officers/response personnel skills in using the departmental system. • Where skills are limited, the Records Management unit should provide direct support/advice so records are appropriately created. • Records Management should guide access to records to support appropriate confidentiality/'need to know' basis in the response.
Document Control Arrangements	• Establish and describe the process for response plans, policies, procedures, forms and templates to be approved, version controlled and issued. • This work may be done by another section, or partly by all sections (such as Support Officers), but what's important is that a simple guide for version control exists and is used.
Response email accounts	• These are typically set up by the Facilities & Services Unit. • They should be aligned to response roles or units (not individuals). • The Records Management unit should advise on access to support appropriate confidentiality/'need to know' basis in the response.
Defined Response Records	• There are a range of critical response records, especially in Control, Planning, Operations and Logistics sections. • These should be identified and handling arrangements described for each one, including: - 'Save as': file naming conventions; - 'Save in': where to save them in the response; working directory and departmental records; - Paper Copy action: what to do with paper copies; and - Mailbox action: what to do with emails, once saved.
Event logs	• IMT Event logs should be in a form for easy handover. • IMT members should scan and save their Log Book entries as part of their handover/exit procedure.
Shredder - paper recycling bins	• These should be arranged by the Facilities & Services Unit, but Records Management should monitor quality and appropriateness of the services and liaise with Facilities & Services Unit as needed.

Logistics Manager Check Points

☐ Is the response working directory secured on a network drive (or similar) and backed-up regularly?

☐ What sub-folders in the response working directory have access restrictions? Are these restrictions appropriate (balance 'need to know' with practicality noting confidentiality arrangements that are in place)?

☐ Is the logistics working directory/share folder up-to-date and well maintained?

☐ Are file names being used consistently?

☐ Does the Records Management unit routinely assist and guide Support Officer activities?

☐ Check induction material covers records management procedures in the response, including:

- confidentiality of response documents
- an overview of the response working directory
- version control, file naming conventions and protocols
- clear guidelines on what is a record; and
- how shared/role-based mailboxes are to be used and maintained.

4.2.10 Finance

Only tactical tasks are identified here as this Unit's work will be defined by departmental policy and systems.

Under BIMS, this Unit is part of the Finance & Administration function, but it typically starts in Logistics.

Tools – What's needed to deliver this service?

Tool	Explanation
Sub-plan and Handover Training Checklist	• The Sub-plan should include the policies, procedures and arrangements for: - maintaining financial delegations - verifying and paying invoices, coordinating corporate card usage in the response - coordinating timesheet submissions for payment; and - reporting on response costs and preparing response expenditure forecasts. • Response finance policies should: - support recovery and goodwill for the response; i.e. it is good practice to 'pay on invoice' (not wait for typical departmental payment periods) - avoid use of petty cash (avoid administrative burden) - establish sound controls for expenditure. Work with the Logistics Manager to identify a small number of appropriate response roles to recommend and approve expenditure (to provide for adequate 'separation', whilst still maintaining financial control). • In the Handover Training Checklist, identify the main things to be shown to incoming staff, as part of their handover.
Access to the Departmental Finance system	• Establish access to the system and/or an authorised finance staff member to run reports and arrange payments as needed.
Finance Register	• The Finance Register records: - response cost centres/codes; - natural accounts defined for the response; - financial delegations for response roles; - corporate credit card limits; - timesheet submission timelines/schedule; and - summary of invoices submitted for payment/paid.
Tasks Request Register inputs	• Invoice amounts should be reconciled with relevant Task Requests (with updates to the Task Request register).

Tool	Explanation
Timesheet Template (weekly)	• The Finance Unit arranges for labour costs to be calculated/estimated and arranges approval for payment within pay cycles, which may vary between staff groups. • Weekly submission of timesheets is often most important for casual hire staff; less so for government staff.
Financial Report Template	• This report template should show response expenditure, including wages/salaries and operating costs. • The template requires ongoing development to support cost-sharing and deployment cost recovery.
Other Payment Templates	• Other typical staff payments will be overtime and travel allowances and may also include reimbursement claims. • Processes for these claims also need to align and flow with departmental arrangements, and payments need to be clearly recorded in relation to relevant staff members.

Logistics Manager Check Points

☐ Are financial delegations in place for response roles, and are they effective and consistent with departmental policy?

☐ Are expenditure guidelines for the response outlined in induction material?

☐ Does the Finance Unit have liaisons from departmental teams to assist with enquiries for the response?

☐ Are credit card limits being maintained in accordance with departmental guidelines, e.g. increased for response activities; and decreased when duties end?

☐ Have the initial investigation costs been journalled to/included in the response expenditure reports?

☐ If a response is cost-shared, has the Finance Unit established a liaison point with the national cost sharing administrator?

☐ Is the current cost of the response understood by the Incident Manager?

☐ What is the finance outlook for the response?

☐ Is funding available and are new efficiency strategies needed?

☐ What is the status of cost-sharing?

☐ Do current reports and practices support cost-sharing?

☐ What is the status of deployment cost recovery?

☐ Do current reports support cost recovery administration?

☐ Are expenditure reports being developed regularly (e.g. weekly)?

☐ Are expenditure reports reviewed for trends, accuracy and relevance?

☐ Is an audit of expenditure completed periodically by a separate, internal departmental Finance Officer (for compliance/completeness of finance records)?

4.2.11 Events & Functions

While BIMs does not specify 'Events & Functions' as a unit in Logistics, invariably there is a range of special events during responses that are not 'core business' for any one particular section, but need to be coordinated - such as visits by special guests and 'thank you' functions; small team events e.g. Christmas lunch. These are typically assigned to Logistics to organise.

Events like community or industry information sessions are the responsibility of the Public Information section, but Logistics may assist by supplying specific items.

The Logistics Manager needs to allocate responsibility to a team member to coordinate arrangements, and make sure the team knows that the event is being arranged. Typical units which are well suited to taking the lead are from Facility & Services, Supply and/or Catering Units.

Typical documents used to coordinate arrangements are:

- Task Requests
- Event Planning Checklist
- Event running sheet
- Invitees and RSVPs Log; and
- event risk assessment (as needed).

Logistics Manager Check Points

- [ ] Are the event planning arrangements underway?
- [ ] Is the venue appropriate?
- [ ] Are invitees being recorded?
- [ ] If required for the event, are specific approvals in place?
- [ ] Have arrangements been made for the main speakers/hosts (including transport, microphone, lectern, screen, projector, speaking notes)?
- [ ] Is there a 'pack up' plan in place for the event?
- [ ] Do Logistics rosters need to be adjusted if the event requires extended hours?

4.3   Managing the Team Throughout the Response

Logistics Managers (and their Deputies) are the leadership team for the Logistics section.

They need to be organised, methodical, knowledgeable, good humoured and have a strong customer service approach so they can empower and guide their team.

Appendix 5.5 shows a typical daily schedule for a Logistics Manager, as being mindful of routine timings and tasks assists in the management of the team.

While there can be many competing priorities and pressures in a response, the Logistics Manager knows that leadership is the key to the Logistics team functioning effectively to support the response.

4.3.1   Practical Day-to-Day Management Strategies

Following are some practical tips to assist Logistics Managers in managing the team successfully and safely throughout a response.

1. Keep the section staffed effectively. If Logistics isn't functioning well, it impacts across the response; typically with a 'long tail' of effects.

2. Support the team's health and wellbeing:

   - plan breaks;

   - monitor workloads and stress levels;

   - adjust duties in the short term, if needed;

   - manage conflict in a timely way;

   - make sure milestone activities occur such as inductions, On-the-Job training, handovers and a 'thank you' on exit/departure; and

   - be aware of staff who continue to take on additional work when they appear to already have a full workload; and those who are overly 'protective' of their tasks and don't (or won't) accept assistance.

3. Be compassionate:

   - adjust duties for important personal commitments as much as possible;

   - 'keep your cool' even when things go wrong; and

   - stay focused on resolving issues ('don't sweat the small stuff').

4. Keep priorities of each unit clear:

   - set them daily, monitor progress and revise them if needed

   - Use the 'SMART' format – Specific, Measurable, Achievable, Realistic and Time-bound for clarity

   - Help all team members understand how what they do is supporting the response to meet its aim or mission.

5. Keep the team updated on progress of the response and the section's goals; and recognise the 'big efforts'. Always update them after IMT meetings; and communicate regularly with them – be present. See Section 3.3.2 for ways to keep the team updated.

6. Drive development of positive, efficient, simple systems and processes across all Logistics units (they must evolve with the response).

7. Empower the team to solve problems and trust them, but also verify that relevant outcomes are being delivered; give timely and objective feedback to improve outcomes and outputs, as needed.

8. Do not expect team members to routinely work above their pay grade (adjust tasks so staff are paid fairly for their effort) and make sure the team members are paid in accordance with their respective industrial conditions.

9. 'Walk the Talk':

    •   lead by example in terms of being calm and organised in work outputs

    •   be trustworthy

    •   be discrete when needed

    •   be constructive (avoid 'critical'); and

10. Smile 😊 - it makes everything *much* easier.

4.3.2 Handovers

Handovers are critically important for IMT members so response staff are supported by minimising disruptions and maximising continuity.

Rostering practices must include time for face-to-face handovers wherever possible, and Logistics team members should update the Sub-plan and the Handover Training Checklist, and prepare a written handover, to discuss with the 'new person'.

•   A Logistics Sub-plan template is shown in Appendix 5.4

•   A handover template is shown in Appendix 5.6, and

•   A Handover Training Checklist template is shown in Appendix 5.7. This checklist can be used as the main part of the role level induction.

The Logistics Manager handover should follow a similar process and Appendix 5.8 provides a list of questions that incoming Logistics Managers should make sure they have answers to, before they 'tag in' and 'put the blue tabard on'.

4.4   Cost-sharing Implications

Biosecurity responses may be cost-shared across state/territory governments and with industry associations.

The national cost-sharing arrangements are described in the current versions of the EADRA (EADRA Emergency Animal Disease Response Agreement and the EPPRD (EPPRD Emergency Plant Pest Response Deed.

There are also cost-sharing arrangements in different stages of development for natural environment biosecurity emergencies and aquatic biosecurity emergencies.

For the EADRA and the EPPRD, cost-sharing is administered by Animal Health Australia or Plant Health Australia respectively, with the responding jurisdiction. The Logistics section is involved in this process as cost-sharing is partially related to financial records.

Whether the response is eligible (and approved) for cost-sharing depends on a number of factors, with the determination made at national level by the appropriate National Management Group (NMG). The expenses that are eligible for cost-sharing are outlined in the Deeds, but the detail can vary according to the response, and is determined by NMG.

The responding jurisdiction is responsible for response costs until an agreement for cost-sharing is reached.

This is typically referred to as a 'state response' or non-cost-shared response. However, some costs incurred prior to the agreement to cost-share may still be eligible for cost-sharing. It is therefore important to maintain accurate financial records from the beginning of the response.

The important things the Logistics Manager can do to support cost-sharing are:

- maintain awareness of the status of cost-sharing for the response

- support Logistics units (especially Facility & Services and Supply) to maintain registers of equipment and supplies sourced for the response

- support the Finance Unit to:

  - establish arrangements for recording response costs and identifying their eligibility for cost-sharing, and

  - identify adjustments to response policies, systems/processes if cost-sharing is agreed to;

- monitor finance processes so they demonstrate compliant, good practice, especially Task Requests and reconciliation with invoices

- oversee creation of relevant records from response activities which might be needed to justify cost sharing claims

- encourage all IMT members to minimise wastage wherever possible – usually though thorough planning and involving quality advisors on specific points; and

- oversee demobilisation planning as it will include elements of disposal related to cost-sharing (read more about demobilisation in Section 4.5 of this Guide).

4.5   Demobilisation

Demobilisation is a critical phase of the Logistics section's work that goes well beyond the operational activity of a response.

It is often Logistics team members who are the ones to 'turn the light out', and sometimes it is quite some time after the last Situation Report (SitRep) was issued.

A well planned and executed demobilisation supports the response efforts that have gone before it, contributes to the 'Proof of Freedom' phase, and a range of other benefits across the department and industry.

Done well, it demonstrates the organisational competence and maturity in managing emergencies and enhances the confidence of stakeholders (e.g. industry, Treasury Departments) in the ability of the response agency.

Demobilisation should be planned collaboratively by the Planning and Logistics sections, and is typically executed by Logistics (often with help from Operations, in particular).

Demobilisation refers to the physical break-down of control centres, return of equipment, re-allocation/return/disposal of left-over supplies, and the end of response rostering. It does not include arranging debriefs or After Action Reviews.

Biosecurity response demobilisation is typically staged/progressive as response operations are 'wound back' in line with advice from the technical specialists.

Appendix 5.9 shows a summary guide for the disposal of response assets, equipment and stores. This should be used to inform the demobilisation plan, in addition to the five-stage process, outlined next.

Stage 1 **Finalise as many records as possible**	☐ Save defined/specified response records in the relevant locations in accordance with established file-naming conventions (each section will have records to finalise)
	☐ Clean up email accounts (reduce duplication and save relevant attachments)
	☐ Clean up the Response Working Directory – reduce duplication; standardise file names etc, move as many records as possible into the departmental records system
	☐ Batch/deliver paper-based records that can't be transformed to electronic versions to the departmental records area; and
	☐ Close out/finalise as many Task Request as possible, and reconcile invoices with Task Requests.
Stage 2 **Consolidate services to centralised locations**	☐ Identify equipment, supplies and rostering adjustments that will be needed to end operations at each location
	☐ Make decisions for disposal of surplus/un-used supplies (refer to Appendix 5.9)
	☐ Consult with the response supervisors (and local managers if needed) to develop an action plan and target dates, and arrange specialist assistance if needed (such as removalists or disposal specialists)
	☐ Maintain flexibility – if a new detection (or similar) occurs, operations can re-commence quickly
	☐ Keep staff members updated so they can plan for the changes (for example, allow Government staff members to make arrangements to return to substantive duties); and

	☐	Update local staff, managers, stakeholders and businesses (if relevant) so they can also plan to resume activities that have been impacted by the response.
Stage 3 **Arrange site rehabilitation**	☐	As response operations conclude, arrange for Logistics staff and/or service providers to physically pack up the equipment and deliver it to its next destination; whether that is: use in another centre or section, returned to the owner, or other disposal method.
	☐	A typical order for demobilising a specific site/area is: • supplies: returned or re-assigned • specialist equipment (such as printers and field work): returned or re-assigned • IT equipment (such as screens, cables, computers): some equipment may still be in use, but pack up as much as possible • furniture: returned or re-assigned • vehicles: returned; and • rubbish bins: emptied and returned.
	☐	Assess sites for revegetation/restoration of any altered landscapes. Discuss with Operations/Incident Manager and arrange as necessary (with supporting Task Requests);
	☐	All returns should be recorded on the Asset/Equipment and/or Supply Registers
	☐	A Logistics team member should coordinate the physical pack-up at each location, so that they can make sure it is left tidy, rubbish-free and secure
	☐	All staff operating from the site should be exited from the response or re-allocated to other areas, in line with the response roster; and
	☐	Any equipment/ furniture that appears damaged should be photographed. The images should be saved by Logistics, and the damage noted on the relevant Register.
Stage 4 **End access**	☐	Return keys, locks and access passes for each site
	☐	Record the return of the items; and
	☐	Finalise contracts, leases etc.
Stage 5 **Finalise records & returns**	☐	Finalise accounts and records associated for each stage for the demobilisation
	☐	Final return, sale, handover of equipment/supplies; and
	☐	Record details on the relevant Registers.

Demobilisation arrangements should be as inclusive and engaging as possible, to maximise closure for staff, without disrupting response needs.

The Logistics Manager should provide updates in SitReps about the progress of demobilisation (if they are still being produced).

5   Appendices

All appendices are designed to be adapted as needed.

5.1   Logistics Manager Start Up Checklist

The 'must-dos' that a Logistics Manager should get in place as soon as possible, and ideally in the first week of a response, are listed below.

- ☐ Incident Action Plan priorities identified (and documented)

- ☐ Roster developed and initial response team in place. (This requires staffing needs to be estimated)

- ☐ Control centre/s set up (including Forward Command Posts as needed)

- ☐ Task Request system in place (includes basic financial authorities)

- ☐ IMT Secretariat to support IMT meetings

- ☐ Financial management system including cost codes activated and expenditure is being captured

- ☐ Records:

  - email accounts for response units and positions are being used by all members of the response team;

  - Response Working Directory structure is in use (and secured for the response team); and

  - the departmental records system is being used for response records.

- ☐ Inductions are underway (may be progressively tailored for IMT, control centre staff and field teams) and Joining Instructions drafted

- ☐ Team briefings – a Logistics schedule is in place.

Some aspects of this work can be reactive as response duties may have already commenced (such as Investigations), so only basic processes and tools are established.

Processes and tools are progressively refined to support response activities and optimise administrative compliance requirements.

This is an ongoing process which the Logistics Manager oversees and guides with the IMT and the Logistics unit leaders.

5.2   Policy Drivers for Response Logistics

Logistics Management	• Jurisdictional biosecurity and emergency management legislation • Jurisdictional biosecurity response and emergency management arrangements • National cost-sharing arrangements • Code of Conduct • Conflict of Interest • Anti-discrimination legislation/policies; WHS legislation • Privacy and confidentiality legislation and policies; and • Jurisdictional financial policies and delegations.
Facilities & Services (includes Information Services –IT; and Biosecurity Services)	• WHS policies and Codes of Practice for facilities and electrical safety, ergonomics • IT usage policies: accessing information systems; and • Decontamination policies and procedures (to support biosecurity services at the centre).
Staffing (includes Induction & Training)	• Equal employment opportunity (EEO) legislation and policies • Awards, industrial agreements and labour related policies (including fatigue management) • Privacy and confidentiality legislation and policies • WHS policies related to isolated workers and contractors • Policies related to managing training and training records; and • Interstate Biosecurity deployment arrangements and other similar guides eg appointing industry personnel to a response (See Associated Documents for links)
Catering	• Departmental procedures defining what type of catering is considered appropriate, and recommended expenditure limits; and • WHS: food safety.
Transport (& Travel)	• Air travel booking policies • Hire care supplier arrangements • Fleet management policies, including licensing standards, fuel card, cleaning and maintenance/repairs • Managing infringement notices; and • Decontamination policies and procedures (to support biosecurity services, e.g. for vehicles and trailers).
Accommodation	• Travel allowances and related policies; and

	• Departmental policies related to staff harassment (to minimise opportunities for issues to arise).
Supply	• WHS policies and procedures, especially related to plant and equipment; and • Purchasing and procurement policies/instructions.
IMT Secretariat	• See 'Records Management'
Records Management	• Departmental records policies related to retention and disposal of records; • IT usage policies: accessing information systems; and • Document management standards and mechanisms.
Finance	• Financial delegations; • Procedures and controls that provide for typical government finance policies for separation (approvals); and • Corporate card policies, including transaction and card limits • AHA/PHA guidance documents for administering EADRA/EPPRD e.g. EADRA Guidance Document: Normal Commitments for Parties to the EAD Response Agreement

5.3 Logistics Contacts

Logistics use a wide range of external service providers and suppliers and should maintain a contact list to optimise continuity.

The Deputy Logistics Manager can oversee the maintenance of this list. It requires regular contact with Unit leaders and is a regular 'prompt' to update unit Sub-plans.

Logistics Management	• IMT • Departmental Executive members • Departmental/corporate liaisons for specialist advice (such as finance, staffing, procurement, IT and records); and • Animal or Plant organisations for cost-sharing advice and/or administration.
Facilities & Services (includes Information Services –IT; and Biosecurity Services)	• Departmental facilities staff • Departmental IT staff • Corporate stationery account managers (if relevant) • Rubbish removal and cleaning services, and their respective schedules; and • Access: security alarm companies.
Staffing (includes Induction & Training)	• National Deployment Coordinator (to source national biosecurity personnel) • State based partner agencies or deployment coordinators • Labour hire companies • Stakeholder/partner organisations supplying staff; and • Departmental payroll advisors.
Catering	• Caterers • Food delivery companies; and • Supermarkets.
Transport (& Travel)	• Departmental fleet management staff • Car hire companies • Car cleaning services • Mechanics/tow companies; and • Service providers and booking agents as needed (such as taxis and airlines).
Accommodation	• Accommodation providers; • Travel allowance administrators; and • Travel allowances and related policies.
Supply	• Departmental procurement advisors

	• Departmental administration officers for the biosecurity department/division who typically purchase supplies and equipment • Accounts payable staff • Various suppliers of specialist equipment/services; and • Couriers.
IMT Secretariat	• N/A
Records Management	• Departmental records staff; and • IT support.
Finance	• Corporate card officers • System administrators for corporate card reconciliations, accounts payable • Cost-sharing administrator, such as Animal or Plant Health Australia; and • Deployment cost recovery administrators for intra-state and or interstate deployments.

5.4   Logistics Sub-plan Template

This template can be adapted as needed; each Logistics unit summarises the current arrangements for each service.

These plans should be as short as possible and (as for all response plans) be aligned with and/or support the overall response IAP.

<Insert title of Sub-plan e.g. Staffing> Sub-plan

Response:	Insert response name
Centre & Location:	Insert centre and location that the Sub-plan applies to
Date prepared:	Day DD Month YYYY
Prepared by:	Name/email address and contact number (for enquiries)

Purpose-Objective:	To record the current strategies, priorities and processes for the <insert Unit name> Unit; as a supporting document to the current Incident Action Plan.	
Summary of Unit Activities:	• Summarise the main things the Unit does, in the typical sequence – 1 dot point/row • <u>List the most important this first</u>	<insert name/position of the person who manages this activity>
	• Summarise the main things the Unit does – 1 dot point/row	<insert name/position of the person who manages this activity>
Current Policies:	• Describe here the underpinning approach to the unit's activities • This would normally be no more than about 5-10 dot points, which guide most decisions for the unit/processes.	
Daily Schedule:	1. Summarise the typical daily actions, in order. Include important timings where relevant 2.	
Finance Notes:	• Describe the financial arrangements for the Unit's activities, where relevant (for example, cost centres, how invoices are approved/paid, account numbers and credit card details for specified expenditure) •	
Records:	• List the important documents the Unit	Identify the location of the document (for example, a

		generates or handles (include its file name in brackets)	folder number/response working directory/physical location)
	•		
Key References:	•	List key references for the unit's activities. Hyperlink the reference where possible (OR describe where/how to access them)	
	•		
Important Information:	•	Include any other important tips like passwords, account numbers,	
	•		

Unit Contacts & Suppliers		
Insert name of person or organisation – sort by alphabetical order	Phone Email	Notes
Insert name of person or organization	Phone Email	Notes

5.5   Logistics Section Schedule

This schedule is a guide for Logistics Managers to support their team members and manage their duties.

It is not exhaustive and should be adapted to suit the circumstances:

AM	- Arrival, sign in - Walk through centre: general check/inspection of different area/attendance - Optional: attend Operations team briefings, or delegate a team member from Logistics to attend (such as Supply Unit) - Arrive at Logistics area: greet team members, verify priorities for the day (it is useful to summarise these on a whiteboard), 'trouble-shoot'/re-prioritise as needed - Review/respond to emails - Get ready for meetings (such as, IMT and other section meetings) - Team Briefing: - reflect on previous day and achievements, response progress - confirm team break times (note on whiteboard); and - review the section's objectives and communicate changes; - Attend IMT meetings/other commitments - Update Logistics Team after IMT - Monitor team progress with priorities, assist as needed; and - Provide advice/guidance to other IMT/sections as needed, resolve issues/conflicts with external suppliers etc.
PM	- Continue with priority tasks (managing email and similar); - Check in with team members: provide advice, acknowledge effort and results, check that breaks have been taken; - Monitor quality of outcomes as needed (use 'Check Points' in Section 4.2 of this Guide); - Provide inputs to Situation Reports and/or Incident Action Plans; - Optional: attend meetings with other Logistics personnel at other centres; - Start the 'close' process: - general clean-up in area: records and rubbish - identify priorities for next day: on whiteboard - plan team breaks/movements for the next working day (on whiteboard) - farewell staff; and - Departure: sign out/off.

5.6   Handover Template

H A N D O V E R

\<Response Position\>

Date of Report:	Day DD Month YYYY
Prepared for:	\<Name\>

CURRENT ISSUES-INITIATIVES

1	Issue – priority order	• Notes • Includes relevant background and stakeholders • Includes recommended next actions
2	Issue	• Notes • Includes relevant background and stakeholders • Includes recommended next actions
3		•

CURRENT IMT SCHEDULE

Meeting / Item	*Time / Day*
Meeting (Response role that chairs the meeting) **Example: SCC-LCC Operations Teleconference** (SCC Operations Manager)	Time, day/s

CONTACTS & REFERENCES

Name/Topic	*Details*
Example: Jane Wilson	Departmental People & Culture (P&C) liaison for Logistics Manager
After Hours – Facilities	03 XXXX XXXX
Bill Thompson	Access pass upgrades – email requests only, Mon-Fri only
Topic	Summary Notes

5.7 Handover Training Checklist Template

HANDOVER TRAINING CHECKLIST

\<Response Position\>

INSTRUCTIONS:

1. *This checklist should be updated by the outgoing team member, as part of their handover preparation. While some of it may appear to duplicate information provided in Joining Instructions etc; it should be contextualised for the role and provide some reinforcement of key points.*

2. *It should be used as a reference during the handover, and the new team member should 'check off' the items that are discussed/demonstrated.*

3. *The outgoing team member is responsible for making sure all points on the checklist are covered (they may need to arrange a colleague to deal with some items).*

4. *Both the outgoing team member and the new team member sign and date the 'Completion Details'.*

5. *Once completed, the Handover Training Checklist should be submitted to the Training & Induction Unit.*

SUMMARY

Outgoing Individual & Contacts:	\<Name, email and mobile number\>
Date Checklist Updated:	Day DD Month YYYY

RESOURCES - DOCUMENTS TO HANDOVER

- List the main documents or resources that the new team member needs for the role
- List the main documents or resources that the new team member needs for the role
- List the main documents or resources that the new team member needs for the role

TRAINING OUTLINE

1   Summary of the Role

☐ **About the Role:**

- \<List the response role\>
- \<List the Logistics unit\>
- \<list the reporting lines - name and role\>

☐ **Work Details:**

- \<insert working hours\>
- Typical 'busy times/days': \<insert typical busy times/days\>

- Breaks: <insert what breaks are taken and how they are organised>

☐ **Working Space**: Desk and Response Working Directory
(Show the new team member the work station and the main areas in the response working directory

☐ **The Basics**: Sign in/out; facilities at the site: emergency exits, toilets, kitchen/break areas, parking
(Make sure the team member knows about these arrangements)

☐ **Introductions:** <insert the names/positions the new team member will mostly be working with
(Introduce them to as many people as possible).

2 Summary of the Process/s

☐ **Process Summary:**

- 'Dot point' the main stages in the process here
(Explain the process in broad terms – it can be useful to draw a flow chart as this is being explained)

☐ **Purpose:**

- 'Dot point' the reason/purpose/rationale for the process

- why it matters for the response

☐ **Outcomes/Outputs:**

- 'Dot point' what the new team member needs to deliver

- Include the records that will be produced/updated
(Explain what the outcomes/outputs should be, so the new team member knows what they are aiming for ('what success looks like')

☐ **Typical Dramas:**

- 'Dot point' the main/common 'things that go wrong'
(Discuss how to resolve them, including what records need to be updated)

3 Administration

☐ **Log In:** <Summarise log in details>
(Show the new team member how to log in)

☐ **Main Sub-Folders:** <Identify the main sub-folders that are important for the role>

(Show the new team member the Response Working Directory and the sub-folders)

☐ **Typical Records Reminder**: <List the typical records that will need to be saved/updated through the process>

(Use the flow chart drawn earlier, to discuss the process again, with a focus on completing/updating/saving the typical records)

☐ **Practice:** <list the tasks that will be practised in the handover>

4 Questions & Summary

☐ Questions
(Answer questions)

☐ Check for Understanding
(Ask the new team member to explain the process in their own words)

☐ Finish
(Update details in the 'Completion Details' section)

COMPLETION DETAILS

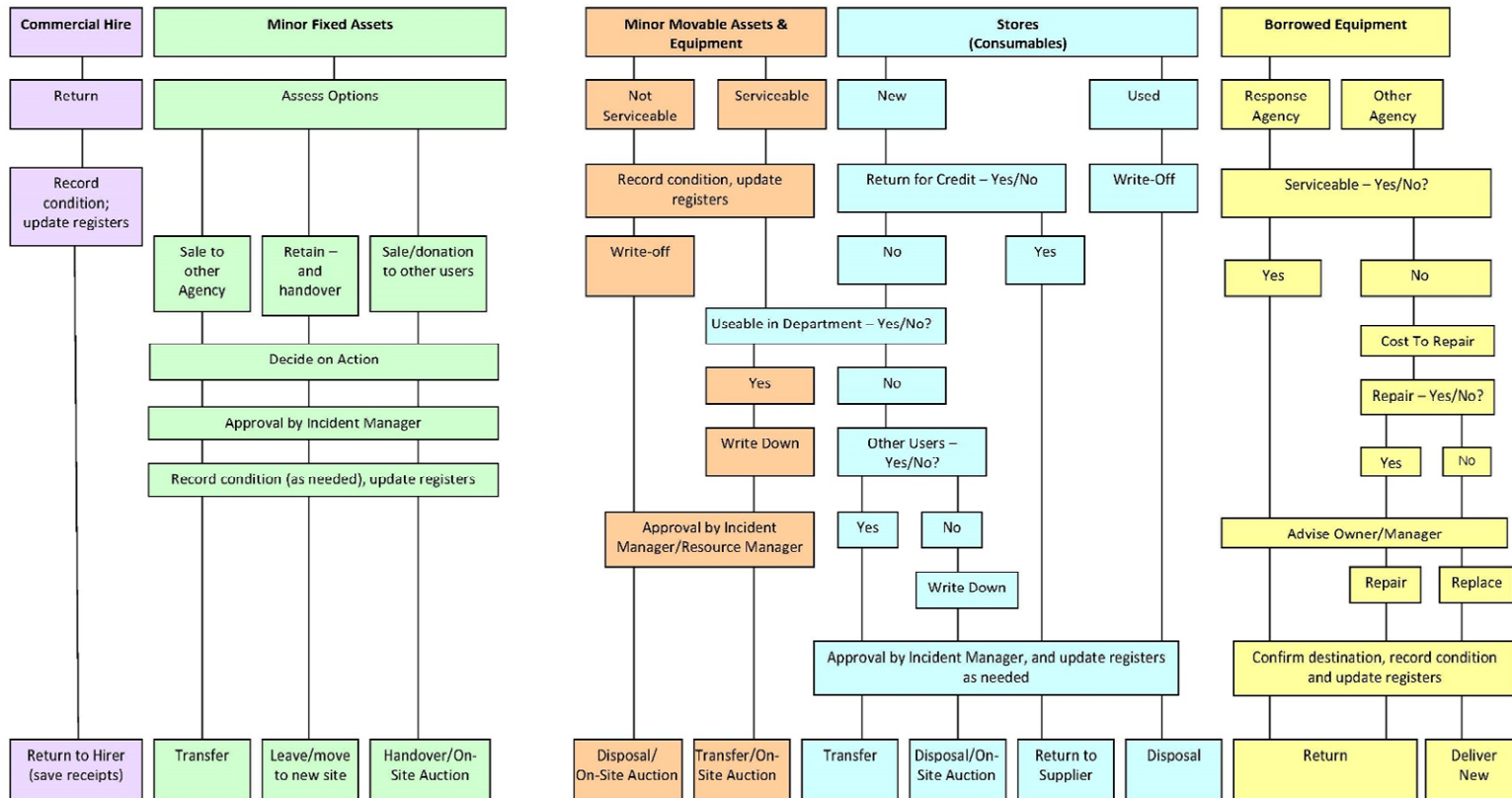| Date Handover Training Completed:	
Role:	
Trainer (Outgoing Team Member):	*Name* *Signature*
New Team Member:	*Name* *Signature*

5.8   Handover Checklist for Logistics Managers

The items below are background/context that an incoming Logistics Manager should establish during their handover:

Who is in the IMT and who's 'tagging out' soon?
- ☐ Who are the current IMT members?
- ☐ Who does the Incident Manager report to, and are they the department's National Biosecurity Committee (NBC) or National Management (NMG) representative?
- ☐ The response organisation structure: what centres are operating?

Response Status:
- ☐ Response current and forecast situation and IMT priorities
- ☐ Obtain a copy of the latest Incident Action Plan (IAP), relevant legislation, cost-sharing agreements
- ☐ What disease strategy is being used?
- ☐ What is the Operations section structure, including how field teams are being tasked and supervised?
- ☐ What have been the major decisions in the last week or two (these will inform policy and decision-making)?

The Logistics Section:
- ☐ Staffing: clarify current sources of personnel and general status of roster; is it completed for two weeks in advance?
- ☐ Check on Induction and Training systems
- ☐ Finance: Check current status and linkages between financial delegations and Task Requests process. How is expenditure being controlled, reconciled and reported?
- ☐ Vehicles: How well managed are they at this point in time? Are there any known issues?
- ☐ Records Management: What processes are in place and working well?
- ☐ Centre layout and access (24/7)
- ☐ Relevant guidelines, standards and policies of the department, as well as the information management systems being used in the response
- ☐ Discuss current or emerging issues specific to Logistics.

Safety:
- ☐ Are there any current/emerging safety issues that Logistics has some role in?
- ☐ What are the current safety management processes?

IMT Schedule:
- ☐ What are the usual timings for IMT meetings, SitReps/IAPs deadlines, team timings (arrival, end of day)?

5.9 Demobilisation and Disposal Options Guide

Demobilisation & Disposal Options - Biosecurity Responses (Acknowledgement: NSW DPI)

Commercial Hire
- Return → Record condition; update registers → Return to Hirer (save receipts)

Minor Fixed Assets
- Assess Options → Sale to other Agency / Retain – and handover / Sale/donation to other users → Decide on Action → Approval by Incident Manager → Record condition (as needed), update registers → Transfer / Leave/move to new site / Handover/On-Site Auction

Minor Movable Assets & Equipment
- Not Serviceable / Serviceable → Record condition, update registers → Write-off → Useable in Department – Yes/No? → Yes / No → Write Down → Approval by Incident Manager/Resource Manager → Disposal/On-Site Auction / Transfer/On-Site Auction

Stores (Consumables)
- New / Used → Return for Credit – Yes/No → No / Yes; Write-Off → Other Users – Yes/No? → Yes / No → Write Down → Approval by Incident Manager, and update registers → Transfer / Disposal/On-Site Auction / Return to Supplier / Disposal

Borrowed Equipment
- Response Agency / Other Agency → Serviceable – Yes/No? → Yes / No → Cost To Repair → Repair – Yes/No? → Yes / No → Advise Owner/Manager → Repair / Replace → Confirm destination, record condition and update registers → Return / Deliver New

Disposal options	= sale, return, transfer, destruction, or donation	**Minor moveable asset and equipment**	= fax machines, printers, copiers, etc less than $1,000 per item or group of items
Update registers	= serial numbers, model name/numbers, etc	**Options (for minor fixed assets)**	= leave on site (write off) sale to owner, remove for sale (cost benefit analysis)
Minor Fixed Asset	= poles, gates, rails, tanks: less than $1,000 per item or group of items	**Other users**	= charity organisations, other agencies, etc