Regional NSW

EMERGENCY OPERATIONS

Logistics & Finance emergency response guide

Biosecurity, Food Safety, and Agriculture & Animal Services responses

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More information

Information compiled by Emergency Operations Unit in consultation with Local Land Services.

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Introduction

NSW Department of Primary Industries (DPI) is the combat agency for the management of biosecurity emergencies and food safety incidents in NSW. It is also the support agency for natural disasters that impact agriculture and animals. Local Land Services (LLS) is a key partner in emergency responses.

Emergency responses will be managed in accordance with the:

- Emergency Response and Recovery Manual
- DPI emergency response roles manual
- Australasian Inter-Service Incident Management System (AIIMS) structures
- Emergency management – Response and recovery policy
- Use of Aviation policy
- supporting procedures guides, risk assessments and safety instructions.

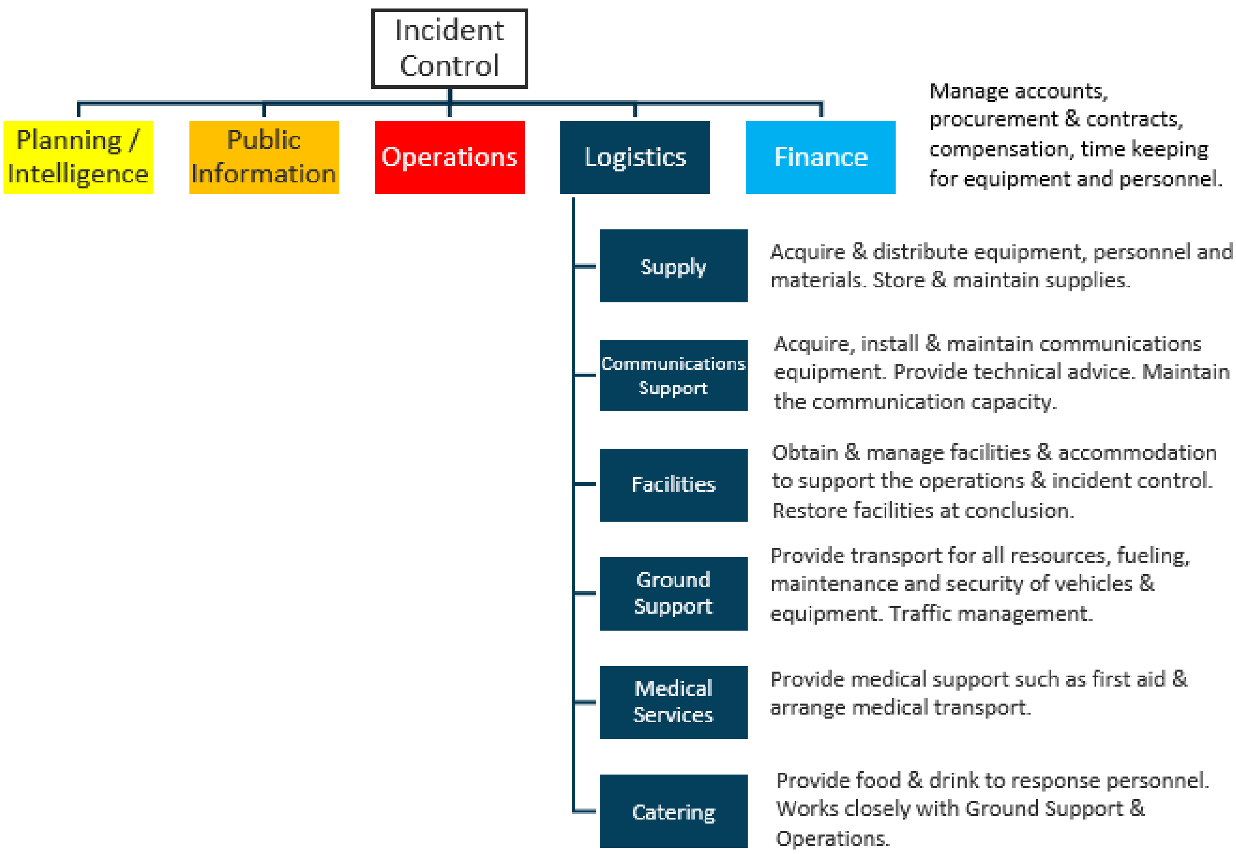
The Logistics function, according to the Australasian Inter-service Incident Management System (AIIMS), has a responsibility to obtain and maintain human and physical resources, facilities, services and materials.

The Finance function, according to AIIMS, provides financial management in collaboration with the agency in the chain of command.

Logistics and Finance functions are closely linked. For more complex incidents, a separate Finance function may be formed. For smaller incidents, the finance unit may be part of the Logistics function. A separate Finance function is recommended at the State Coordination Centre, regardless of the size and complexity of the emergency.

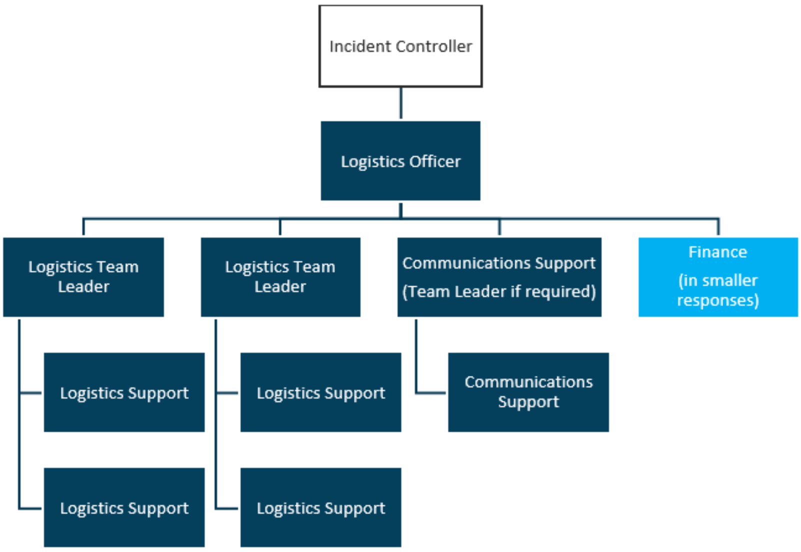
Logistics and Finance functions contribute to the overall planning for and demobilisation of the incident (see Planning below).

Chart 1: Logistics responsibilities



Structure and roles

Chart 2: Logistics structure



Roles and structure in the Logistics function:

- varies with the complexity, scale and nature of the incident
- is implemented by the Logistics Officer
- may include Finance in smaller responses.

Refer to the DPI emergency response roles – Logistics and Finance for role descriptions.

Roles and structure will vary between State Coordination Centre (SCC), Local Control Centre (LCC) and Forward Command Posts (FCP) as the focus of activities is different.

SCC: Strategic level logistics operates outside and above the incident itself. It includes the provision of funds, supply of “out of area” resources and personnel, transport to the area of incident operations, bulk supply of consumable goods and specialised communications support. Strategic level logistics may often involve supporting multiple incidents around the State.

LCC: Incident level logistics consists of the bulk acquisition and distribution of supplies for an incident. For example, incident level logistics may include a supply cache, providing catering and accommodating personnel.

FCP: Tactical logistics requires the assignment of specific personnel and equipment to the task, and preferably the availability of specialised tactical logistics support units. There is a finite limit to what can be supplied at a tactical level, and, in a sense, tactical logistics represents an “outreach” of incident level logistics into the field.

Planning

Incident Action Plan (IAP)

An Incident Action Plan (IAP) will be developed and in place for every response. The IAP summarises the emergency situation and operating environment, facilitating the distribution of critical information about the status of the response, resources and assessments for a specific operational period, anywhere from hours to one to two weeks.

It lists the strategies that will be used to execute the response, including tactics, tasks, health and safety, coordinating instructions and Incident Controller’s intent. It documents administrative details, such as finance, catering, travel, in addition to control, coordination and communication information arrangements and attaches extra information relating to the response, such as maps and organisation charts showing primary roles and relationships.

Logistics plans

Logistics are responsible for creating and implementing the following plans. Plans are either standalone documents or form part of the IAP depending on the size and complexity of the response.

- Medical services and first aid plan
- Supply plan – for goods and services
- Communications support plan
- Accommodation plan
- Facilities plan
- Ground support plan – for transport, traffic management, refuelling, vehicle/equipment security and maintenance, resupply
- Catering plan
- Finance plan

Information from these plans will be supplied to the Planning Function for incorporation into the IAP. Other plans can be used in a response depending on the scale and nature of the emergency; this will be communicated to logistics support personnel by the Logistics Officer.

Logistics contribute to the development and implementation of the following plans:

- Incident Action Plan (IAP)
- Resources plan
- Demobilisation plan
- Communications plan

Demobilisation

Planning function provide a demobilisation plan which the Incident Management Team implement.

Response closure or the de-escalation and demobilisation of a response, involves the safe return of resources and the restoration of any facilities used.

Rostered personnel will be released from the response when they are no longer required.

During de-escalation and demobilisation, Logistics manage changes to accommodation and travel, ensure any contracts are terminated, accounts are reconciled, and resources returned.

Safety

Everyone has a responsibility to maintain workforce health and safety. Hazards need to be identified, risks assessed, and decisions made on appropriate controls required.

Response personnel are required to comply with Regional NSW and specific emergency management work health and safety processes to ensure the safety and wellbeing of all. DPI supports staff and their families by providing an Employee Assistance Program (department intranet access required). It can be accessed 24 hours a day by calling 1300 360 364.

All suppliers and resources selected for use must be fit-for-purpose, meet Australian Standards where relevant (e.g. personal protective equipment) and comply with Regional NSW requirements and relevant legislation. It is the responsibility of the persons engaging and utilising the services, and hiring, purchasing and using the resource, to ensure this occurs.

Logistics function

Detailed information applicable to all Logistics units is available in the appendices, such as suppliers (Appendix 2), procurement (Appendix 3), record management (Appendix 4), and auditing and assessing (Appendix 5).

Supply Unit

The Supply Unit is responsible for:

- acquiring and distributing equipment and materials
- ensuring supplies are appropriately stored and maintained
- obtaining extra resources (e.g. people, vehicles, equipment) as required
- working with Planning and Operations functions to track resources.

Personnel management

Personnel records

DPI uses an online personnel record management system, WebEOC, to manage personnel records and rosters in an emergency response. Confidentiality and integrity of emergency management data must always be maintained.

Individuals are responsible for ensuring information in their personnel record is up to date, including indicating availability.

Refer to the WebEOC user guides (in the WebEOC library and DPI EM webpage) to:

- add new personnel records
- update the records of personnel, including availability
- issue a role identification card.

Working Arrangements

Working arrangements are dictated by the employment Awards, fatigue management plan and department requirements. Response personnel:

- Can be rostered for a maximum of 12 hours in a shift including travel time
- Must take a break of at least 30 minutes every 5 hours
- Must have a minimum eight-hour break between shifts (including normal duties)
- Work a maximum number of seven consecutive shifts (i.e. seven days in a row including travel) including days already worked in normal duties
- Preference of 5 or 6 consecutive shifts including travel with a minimum of 1-day break; shorter shift periods are desirable for physically or mentally demanding roles.
- Must take a minimum two-day break after seven days (includes days already worked in normal duties)
- Should return home between roster periods unless, based on risk, their supervisor approves staying locally
- Should follow their own organisation’s conditions if stricter conditions are required
- Must record hours worked on their emergency management worksheet
- Are entitled to overtime or leave in lieu (for directed excess hours or travel) only when directed

Rostering

In a response, an online rostering system is used to manage personnel.

Planning function is responsible for roster configuration (as part of resource planning) including identifying role types and numbers, shift lengths, duration and location of the role. Planning is also responsible for developing a response contact list and may liaise with Logistics to assist with its maintenance based on the roster.

Logistics are responsible for assigning qualified/skilled personnel to the roster in accordance with the working arrangements (above) and emailing 'joining instructions' which include shift times, location and role requirements. Refer to Appendix 1 for email template.

Approved task request

Note: A TR is only required when requesting additional roles to be added to the configured roster (e.g. Operations requests additional field crew from Planning. Planning approves the TR and amends the roster. Logistics assigns personnel to role and completes the TR.) or where personnel need to be sourced through State Coordination Centre (SCC) to fill the roster.

1. TR details include:
    a. Role/s and any specific requirements e.g. qualification, licence, vaccination for field work, specialist equipment
    b. Date(s) required – from/to
    c. Location/s role is assigned to
    d. Role reporting to
2. TR approved by officer with emergency financial delegation.
    a. Any extension of the dates requires approval for the financial commitment.

Sourcing personnel to fill a role

1. Review the list of available personnel (e.g. in WebEOC) and select a person who is:
    a. qualified in the role including any specific requirements (sourced from Resource plan)
    b. located as close to the required location as possible
2. Contact the person to check:
    a. availability, including fitness to respond (e.g. not injured or ill)
    b. they can comply with fatigue management restrictions i.e. no more than 7 days of consecutive work (normal business and response work)
    c. they have necessary role requirements e.g. licences, qualifications, vaccinations (if relevant)
    d. they have completed or will complete induction module in EMtrain
    e. travel and accommodation requirements

Assigning personnel to the roster

1. Assign the available person to one or more roles in the roster for the agreed period/s.
2. Initiate a TR for accommodation, meals and travel (flights, vehicles) if required and attach itineraries, booking confirmations and quotes to the TR.
3. Send a 'joining instructions' email (see Appendix 1) to the person to confirm deployment.
4. Request systems access by emailing biosecurity.systems@dpi.nsw.gov.au (see Appendix 6)
5. Close the TR requesting additional roles (if relevant).

Induction

Personnel must be inducted according to the guide Induction into emergency responses, with a record kept.

There are four types of induction used in DPI emergency responses – 1. induction in DPI responses (online), 2. response including site, 3. function/role and 4. contractor. All rostered personnel and contractors engaged must be inducted before commencing in the response.

> 1 & 2. Logistics confirm the completion of the online induction and coordinate response specific site inductions for all rostered personnel, including producing photo ID cards where required.
>
> 3. Within the Logistics function, you may be required to complete function and role inductions.
>
> 4. Contractor inductions are completed by the function responsible for the contractor or at the site the contractor is assigned to.

Stand down of personnel

Personnel allocated to roles on the roster may not be required prior to the start of their shift due to changes Planning have made to Resource plan or from Demobilisation plan.

1. Contact the person to inform not required verbally and send “Stand down” email (Appendix 7)
2. Search Travel register for travel and accommodation bookings. Contact suppliers to cancel and confirm if any charges incurred and update register.
3. Update and complete the relevant TRs
4. Cancel systems access by emailing biosecurity.systems@dpi.nsw.gov.au
5. Remove person from roster.

Emergency management worksheets

All personnel working in a response must complete an emergency management worksheet, recording their hours of work and travel separately. For detailed instructions refer to the Emergency management worksheets guide.

Logistics must retain a copy of all EM Worksheets to enable verification of compliance to working conditions and assist in reimbursement of funds. Logistics to store copies in separate response drive folders for each agency (and region for LLS).

Equipment and consumables

Equipment includes any furniture, technology and communication devices, field-based machinery (e.g. high-pressure washer, excavator) and office machines (e.g. photocopier). Equipment can be re-assigned from normal business, hired or purchased, with preference for re-assigning or hiring equipment.

Consumables are items that are usually disposed after use e.g. overalls, gloves, paper. Consumables are either re-assigned from normal business stores or purchased.

Equipment and consumables may have support requirements (e.g. accredited operator, fuel) or specific transport, storage or WHS needs.

Acquiring equipment and consumables

Approved task request

1. TR details include:
   a. Description of equipment/consumable required or the task to be conducted. Note: consumables required to operate equipment should be included e.g. fuel, ink cartridges.

   b. Date(s) required – from/to
   c. Locations - pick up and return locations, and destination
   d. Estimated purchase price or contract limit
2. TR approved by officer with emergency financial delegation.
   a. Any extension of the dates or additional quantities requires approval for the financial commitment.

Sourcing equipment/consumable

Equipment/consumables should be sourced internally or hired and only purchased when these options are not available or economical.

Note: List of current EM resources is available in the resource management system (RMS i.e. Asset Panda)

1. If the resource is available in RMS:
   a. Check with the resource manager and organise movement of resource to the requested role and location (on TR)
   b. Request movement in RMS, then the resource manager 'deploys' – refer to the RMS user guide (in RMS – Support)
   c. Check when received and contact resource manager immediately if any discrepancies
2. If the resource is not available in RMS:
   a. Source a supplier in RMS (or add one if not available) - see Appendix 2
   b. Order equipment/consumable and any associated resources – may require payment by P-card (preferable)
   c. Attach quotes and invoices to TR
3. Organise delivery to the control centre, another location or pick up equipment/consumable.
4. Photograph equipment, including unique identifiers, defects/issues and all contents. Save to response drive and attach to RMS record.

Record equipment/consumable in RMS

All hired and purchased equipment/consumables are to be recorded in the RMS. Refer to the RMS user guide (in RMS – Support).

1. Search for an existing resource record (if previously used) and if
   a. record exists for that response and site - update quantity
   b. hired resource previously used and returned (disposed) - make available and edit
   c. resource exists at another location - replicate record and edit with response details (keeps name, category and type consistent)
2. Alternatively, create a resource record for new equipment/consumable under the appropriate category using information received from the supplier. Key fields:
   a. Resource name – include type/model, size and unique identifier e.g. PAPR – Proflow SC120 Kit #1
   b. Description – details about the product and use
   c. Preferred quantity – set limit to have "in stock". RMS will notify when available quantity falls below the limit to prompt restocking
   d. Serial # - always include if provided as unique identification
   e. Expiry – date resource must be removed from use (if applicable)
   f. Supplier – if limited/unique
   g. Region – select LLS region the resource is to be managed from during the response
   h. Site name – select response name and location e.g. LCC1 - Cooma
   i. Resource manager - role managing equipment/consumable e.g. IP Site Supervisor
   j. Comments and notes – add TR number
   k. Acquisition date – start date for hire/booking
   l. Acquired for – select response name (complete for hired resources also)
3. Add documents or images to 'attachments'. For example 1: resources that are used/assigned together can be recorded as a kit with the contents list including quantities attached to the resource record. For example 2: hire agreements or other reference information.

4. Create an ‘Alert’ to notify of any required action e.g. return date, maintenance. The frequency of the alert will determine when and how many ‘alerts’ are sent.
5. Add resource number (from RMS) to the TR (in the short description).

Complete TR

1. Check all relevant documents are attached to the TR e.g. hire agreements, quotes, invoices.
2. Refer to Supplier invoicing and payment methods.
3. Finance role to close TR.

Return equipment/consumables in RMS

1. Check:
    a. equipment is in the same condition as received and serviced if required
    b. borrowed consumables are purchased and replaced (if this was the agreement)
2. Contact the resource manager to organise return
3. Organise delivery to directed location and confirm receipt
4. Finalise movement in RMS (see user guide)
5. Add comments in TR to indicate date returned

Demobilisation

Refer to the response demobilisation plan.

At the conclusion of the response, RMS records must be finalised.

For borrowed resources:

1. Run report or filter records for incident (on Movement group)
2. Contact the resource manager to organise return
3. Organise delivery to directed location and confirm receipt
4. Finalise movement in RMS (see User guide)

For hired resources:

1. Run report or filter records for incident (‘Acquired for’ field in Resource group)
2. Contact supplier to organise return
3. Organise delivery to directed location and confirm receipt
4. Dispose of resource in RMS (see User guide)

For purchased resources:

1. Run report or filter records for incident (‘Acquired for’ field in Resource group)
2. Determine and document retained versus sale
3. Resources sold are finalised as per hired resources
4. Retained resources must be:
    a. assigned to a ‘resource manager’ in normal business
    b. moved to an agreed location
    c. transferred in RMS, including ‘acquired for’ field edited to ‘DPI – normal business’ or ‘LLS – normal business’ (depending on agency incurring cost).

Chemicals

Chemicals, including dangerous goods, are used in emergency responses mainly for destruction and decontamination purposes and for locust control. Chemicals are managed and used to meet legislative requirements and ensure the protection of personnel, the community and environment.

Personnel handling and using chemicals must be trained in the safe handling and use of chemicals and issued appropriate personal protective equipment (PPE).

Processes of physical and record management of chemicals are to be determined in consultation with site managers. Chemicals may be required to be stored within existing site facilities and recorded under site processes.

Acquiring chemicals

Approved task request

1. Chemicals selected must:
   a. be permitted for the intended purpose
   b. be the least harmful to personnel and the environment for the task
   c. be in container sizes appropriate to the usage requirements, and to minimise wastage and manual handling risks, e.g. 10 x 2L containers rather than 20L drum
   d. account for any use restrictions e.g. buffer zones, withholding periods
   e. be able to be stored and managed appropriately i.e. restrictions apply to dangerous goods and schedule 7 poisons
2. TR details include:
   a. Description of chemical, including active ingredient/s, preferred container sizes and any restrictions to, or requirements for, transport, handling and storage
   b. Locations – storage and/or delivery locations
      - In some instances, suppliers may continue to store purchased chemicals and supply on an ‘as needs basis’
   c. Estimate purchase price or contract limit
3. TR approved by officer with emergency financial delegation.
   a. Any additional quantity requires approval for the financial commitment.

Sourcing chemicals

1. If the chemical is available internally:
   a. Check with the resource manager and organise re-assignment of resource
   b. Document what is being sent (e.g. in RMS) and check when received
   c. Contact resource manager immediately if any discrepancies
2. If the resource is not available internally:
   a. Source a supplier in RMS (or add one if not available) - see Appendix 2
   b. Order chemical – may require payment by P-card (preferable)
   c. Attach quotes and invoices to TR
3. Organise delivery to the control centre, another location or pick up by staff or contractor
   a. Dangerous goods (DGs) must be transported in accordance with safety information on the safety data sheet (SDS) including when transported in vehicles:
      i. separate from driver’s cabin (e.g. in a ute tray)
      ii. away from food, animals and conflicting classes of DGs
      iii. where the load can be secured i.e. drums are tied down
      iv. with the SDS
   b. Bulk transport of chemical will routinely be conducted by licensed contractors
   c. Non-dangerous goods should be transported outside the driver’s cabin (where possible) and away from food stuffs
4. Add resource number (from RMS) to the TR (in the short description)

Record chemical in RMS or site chemical register

Discuss with appropriate site personnel the entry of chemicals on a site register, obtain access (if permitted) and document process.

For RMS entry:

1. Search for an existing resource record (if previously used) and if
    a. record exists for that response and site - update quantity
    b. resource exists at another location - replicate record and edit with response details (keeps name, category and type consistent)
2. Create a resource record for new chemicals in RMS. Refer to the RMS guide. Key data:
    a. Resource name – common/trading name – container size e.g. Farm cleanse – 20L
    b. Chemical name, class, container size, unit – refer to RMS guide glossary for details
    c. Expiry – if entered, RMS will notify resource manager prior to expiry
    d. Resource manager - role managing chemical
    e. Supplier – if limited/unique
    f. Comments and notes – add TR number
3. Add documents to 'attachments' e.g. safety data sheet (SDS) and any reference information. SDS hardcopies are to be stored with the chemicals.
4. Create an 'Alert' to notify of any required action e.g. audit. The frequency of the alert will determine when and how many 'alerts' are sent. Refer to the RMS guide for details.

Managing chemicals

Logistics may be required to source and maintain appropriate resources to manage chemicals. Level of support to manage chemicals is determined in consultation with Operations and the Safety Advisor.

Storing chemicals

1. Chemicals must be stored in their original containers
2. Storage of chemicals must comply with label requirements, and be appropriate to the type and amount of chemicals, which may include:
    a. registering the site if placard limits are exceeded
    b. safety equipment e.g. spill kits, fire extinguishers, personnel safety kits with PPE
    c. signage of site and buildings containing chemicals
    d. separation of non-compatible chemicals
    e. temperature control to maintain chemical viability
    f. appropriate (temporary) storage facilities for dangerous goods with lockable doors, bunded floors, drainage with sump to contain spills, and ventilation
3. Implement an emergency plan for the site, which includes access to SDS, emergency equipment (e.g. correct fire extinguishers, spill kit), training for emergencies, clean up procedures, and reporting.

Issuing chemicals

1. Deploy chemicals to a location for personnel to use e.g. an infected premise and record details in RMS.
2. Chemicals issued to land managers and licenced contractors must:
    a. be in containers that are correctly labelled, undamaged and not leaking
    b. be accompanied by a SDS and permit (if applicable)
    c. have distribution recorded
3. Land managers and contractors being issued with chemicals must be qualified in the use of chemicals (this only applies to restricted chemicals e.g. locust chemicals) and be advised to follow label instructions.

Using chemicals

1. Users must:
    a. be trained or be supervised by a trained operator in the use of personal protective equipment (PPE) and chemicals

   b. have access to and read the SDS, label and permit (if applicable) for the chemical
   c. wear PPE as stated in the SDS and risk assessment (if relevant)
   d. have health monitoring provided where significant risk exposures to hazardous chemicals under Schedule 14 of the WHS Regulation (e.g. organophosphate pesticides for locust control)
2. Diluted and decanted chemicals must be in labelled containers with a minimum of product identifier with dilution rate, hazard pictogram (for hazardous chemicals), dilution/decant date and expiry date (if relevant)
3. Record chemical use
4. Complete spray record form for any insecticides (to comply with *Pesticides Act 1999*) (e.g. Locust spray record form)
5. Contractors engaged to use chemicals must be qualified.

Disposal

1. Decontaminate empty and partially empty containers off bio-secure sites
2. Dispose of damaged containers, waste and empty containers according to label instructions.
3. Agricultural and veterinary chemical containers (with or without chemical) can be collected as part of the drumMUSTER and ChemClear programs
   a. a fee may be charged depending eligibility
   b. safe disposal of empty pesticide containers primefact

Complete TR

1. Check all relevant documents are attached to the TR e.g. quotes, invoices.
2. Refer to Supplier invoicing and payment methods.
3. Finance role to close TR.

Return chemicals in RMS

1. Determine quantity remaining
2. Contact the resource manager to organise return
3. Organise delivery to directed location and confirm receipt
4. Update resource register e.g. Chemicals deployed in RMS are to be returned as:
   a. Partial – with some quantity still deployed
   b. Final – all or remaining quantity deployed, which also includes disposed quantity
5. Add comments in TR to indicate date returned

Monitoring

1. Routine monitoring during emergency responses should be conducted of chemical inventories, storage facilities, use (including records and labelling of containers) and disposal, using:
   a. Insecticide storage shed safety checklist
   b. Auditing and assessing emergency operations guide
2. Total volumes/weights of DGs per site must be monitored to ensure limits are not exceeded.

Communication Support Unit

The Communications Support Unit is responsible for:

- Acquiring, installing and maintaining communications equipment
- Providing technical advice and equipment placement for communications (e.g. radio, phones and information technology)
- Assisting the Planning function to produce a Communications Plan

Communication equipment

Communication and technological equipment is acquired using a TR – follow the instructions in equipment and consumables section.

Sources of equipment and services may include:

1. Telecommunication Functional Area e.g. mobile boosters for areas with poor reception
2. Existing stores e.g. retired mobiles phones in DPI head office, satellite phones and radios in RMS
3. Department ICT personnel to assist locally with advice and installation
4. Use of pre-paid mobiles (handset is an asset and non-reimbursable) or contracted mobile devices (options of lease or purchase)

Emergency response systems

Emergency response systems, response emails and response drive are activated, supported and demobilised by Biosecurity Systems Unit (as Communication Support Unit personnel). Refer to Appendix 6 for details. Specific tasks include:

1. Activating systems prior to the start of a response (as requested by the State Coordinator or Hazard Owner). Information required includes:
    a. systems to be activated
    b. response name (i.e. location – hazard – date)
    c. initial personnel and their response roles
    d. response roles to be activated
    e. WBS codes – required for WEBEOC
    f. centres and locations (including addresses) to be activated, e.g. SCC, LCC Tamworth
2. Access - Logistics email the names of personnel, their normal email address, response role/s, location of role (e.g. SCC) and first day of duty to biosecurity.systems@dpi.nsw.gov.au.
    a. Biosecurity Systems assigns the person a response email address specific to their role and location, which allows access to the response drive and WebEOC
    b. Biosecurity Systems emails the person access details and instructions.
3. Opening and closing of LCCs and FCPs – SCC Logistics Officer, SCC Planning Officer or State Coordinator to email the locations of LCCs and FCPs and opening/closing dates to biosecurity.systems@dpi.nsw.gov.au.

Organisational systems

Organisational systems (see Appendix 6), excluding emails and response drive, are supported by the department and assistance is available through CS Connect.

Facilities Unit

The Facilities Unit is responsible for:

- Obtaining and managing permanent or temporary facilities to support operations and incident control
- Setting up facilities and ensuring utilities are available
- Managing maintenance and security requirements
- Restoring facilities during demobilisation
- Managing accommodation requirements

Facilities to be provided may include control centres, evacuation centres, staging areas, accommodation and welfare facilities, supply stores and re-supply points, maintenance and service depots.

Control centres

Incident management teams are based in control centres. Control centres coordinate response information, resources and communications.

They can include a State Coordination Centre (SCC), Local Control Centres (LCCs), and Forward Command Posts (FCPs) and are activated and demobilised by the State Coordinator (SCC) and Incident Controller (LCC).

Logistics are responsible for setting up and maintaining control centres with the support of other functional areas e.g. Engineering Services. Facilities Unit personnel ensure the control centre is adequately appointed and resourced.

When setting up a control centre remember to take into consideration:

- Location
- Capacity
- Layout and resources required
- Access and security
- Utilities
- Safety

For detailed information including checklists refer to the Set up of control centres guide.

The Facilities plan outlines how facilities will be managed in a response and should be completed at each control centre. The facilities plan contributes to the incident action plan (IAP).

Evacuation centres

Logistics may be required to assist in establishing and resourcing evacuation sites where animals may be housed. Refer to the Animal evacuation sites guide.

Accommodation

This involves sourcing accommodation, creating an accommodation plan and supplier register, booking and monitoring accommodation and notifying personnel of arrangements.

Accommodation in emergency operations is provided in accordance with the department's Travel policy and the Emergency management - response and recovery policy.

The Accommodation plan outlines how accommodation will be managed in a response and is completed at each LCC in consultation with the SCC.

Bookings can be made with the corporate travel management company or directly with suppliers. A contracted accommodation service provider can be used to source accommodation providers, manage payment and allocate personnel.

Booking accommodation

Approved task request

1. An approved TR (usually initiated when a person is rostered), is required for each person requiring accommodation, which states:
    a. person's name
    b. location of accommodation (e.g. town)
    c. in and out dates
    d. other requirements e.g. wheelchair access

Note: One task request can be created to cover accommodation, meals and travel for one person related to one rostered shift, or separate task requests can be created for each component. For example, one task request for accommodation and provision of meals (dependent on period of accommodation) and separate task request(s) for flights and/or hire cars.

Sourcing accommodation

1. Accommodation can be sourced via:
    a. the department's travel management system
    b. local accommodation suppliers and/or real estate agents – in Suppliers register as existing or add as new suppliers
    c. REMC/LEMC (usually for remote temporary accommodation)
2. For each accommodation consider:
    a. Location - distance to work sites, restaurants, recreation facilities
    b. Availability of accommodation – short and long term
    c. Standard of accommodation
    d. Payment options
    e. Cancellation policy – notification requirements and fees
    f. Environmental factors such as noise (busy roads, building sites) and pollution
    g. Vehicle parking capacity - number and size
    h. Ability to provide meals, including times
    i. Proximity to susceptible species (for biosecurity responses)
    j. WiFi access – free or paid

Managing accommodation

1. Logistics or a contracted service provider is responsible for managing accommodation, including:
    a. maintaining accommodation suppliers in the Suppliers register
    b. maintaining accommodation register listing personnel against accommodation in the Travel register
    c. checking the availability of rooms with accommodation suppliers to ensure sufficient capacity for current and projected personnel numbers
    d. compiling the number of personnel at each accommodation location requiring transport to/from work site(s)
    e. identifying suppliers with rooms for unexpected late arrivals
    f. monitoring standard of accommodation by seeking feedback from personnel
    g. addressing any issues identified with or by the accommodation suppliers
2. Logistics provides written advice to the accommodation suppliers which may include:
    a. Limits to costs of providing meals (based on the NSW government allowances). Evening meals typically includes a beverage that can be non-alcoholic or one standard alcoholic drink. Any additional beverages are at personal cost.

   b. Private expense costs such as mini bar, personal telephone calls, personal laundry, in room pay for view TV and internet.
   c. Contact details for invoicing (except when using department's travel management system) and invoicing instructions (from Natural disaster and locust finance guide)

Allocation and notification

1. Accommodation is usually allocated:
   a. as single occupancy but may be on a twin or multi share basis if availability is limited
   b. in the same accommodation as team/function members (where possible)
   c. to account for any special requests
2. Suppliers are contacted by phone or on-line to book personnel for the requested period
3. Personnel are notified by email prior to arrival (usually as part of the joining instructions) of:
   a. Name and address of accommodation
   b. Check in day and date
   c. Check out day and date
   d. Itinerary for department's travel system (if relevant)
   e. Logistics contact details
4. TR is completed
5. Any changes to accommodation allocations requires:
   a. A new task request (with a reference to the original TR in comments)
   b. Confirmation with the supplier
   c. Notification to the affected personnel
6. Personnel when using accommodation are responsible for:
   a. Booking into their assigned accommodation as usual - name, vehicle rego number etc
   b. Reporting any defect in accommodation to the management where they are staying. Where no action is taken, the defect should be reported in writing to Logistics/service provider.
   c. Notifying their supervisor if they do not use or intend to use a room as assigned.
   d. Notifying their supervisor if a visitor is going to share a room (at private cost).
   e. Paying for any mini bar, personal telephone calls, personal laundry, in room pay for view TV and internet
   f. Paying for any damage caused by them or guests to a room
   g. Paying any other costs where required that is not covered by the emergency operation, e.g. alcohol, meals outside the allowance value.

Payments and closing TR (Finance role)

1. Check supplier invoices match allocated personnel and appropriate allowances (e.g. for meals)
2. Accommodation invoices are paid via P-card, FCM or by AP upload
3. Accommodation payments are to be made verbally over the phone at the time of booking or upon check-out. A P-card holder can also pay using the supplier's EFTPOS machine. This payment method is to minimise risk and potential credit card fraud. Credit card details are not to be emailed or written down by the Supplier. In an event of a large response, P-card limits can be increased via CS Connect.
4. A tax invoice and receipt must be issued at the time of payment
5. Reconcile purchase in Expense8
6. Invoices are attached to the TR and closed

Refer to Supplier invoicing and payment methods for further details.

Ground Support Unit

The role of the Ground Support Unit is to coordinate the movement of personnel, goods and services, and provide the support necessary to maintain the capacity of resources to work effectively.

The Ground Support Unit is responsible for:

- Providing transport for personnel, equipment, materials and food
- Supplying fuel for all vehicles and equipment
- Security and mechanical maintenance of all vehicles and equipment
- Implementing traffic plan/s for the response (e.g. in and around facilities)

Contractors should be engaged where machinery and heavy vehicles are required. Local Councils and the Transport Services Functional Area can assist with sourcing specialist contractors as suppliers.

Motor vehicles

Motor vehicles include cars, four-wheel drives, utilities, trucks, buses, trailers, motorcycles and quad bikes. In larger responses vehicles may be centrally managed by Logistics. Most responses will only require sourcing and allocation of vehicles. Considerations include:

- Hire vehicles are preferred as cost recovery is easier and vehicles can be sourced to meet task requirements.
- Routine maintenance schedules will determine availability
- All vehicles must have a log of use e.g. motor vehicle running sheet

Approved task request

1. TR for a vehicle – details include:
    a. Type, seating/load capacity, special refuelling arrangements
    b. Date(s) required – from/to
    c. Locations - pick up and return locations, and destination
    d. Position/role/function to which vehicle is allocated
    e. Special requirements e.g. use by provisional licence (P plate) driver
2. TR approved by officer with emergency financial delegation.
    a. Any extension of the dates requires approval for the financial commitment.

Sourcing vehicle

1. Vehicles can be sourced
    a. via the department's travel management system
    b. from a supplier (in RMS) e.g. vehicle hire company
    c. through Booking Intelligence (BI) or from another agency (fleet vehicles)

    Note 1: Check vehicle can be used by multiple drivers (if required) by asking suppliers.
    Note 2: Contract referenced to department email and address, not an individual's private details.
2. Attach quotes and invoices to TR
3. Organise delivery to the control centre or another location or send personnel to pick up the vehicle e.g. hire vehicles at airports for arriving personnel
4. Photograph/video vehicle, including any defects/issues. Save to response drive and attach to RMS record.

Managing vehicles

1. Each vehicle should contain:
    a. refuelling arrangements information e.g. locations of outlets, fuel cards
    b. Motor vehicle running sheet (completed sheets to be saved in response drive)
    c. first aid kit, reflective safety vest, and other appropriate safety equipment
    d. emergency operations contact details
    e. breakdown and key lockout instructions
    f. reporting incidents and damage to vehicles instructions
    g. small writing pad and pens
2. Ensure infringement notices are directed to the appropriate driver (based on the vehicle running sheet).
3. Vehicles to be managed and maintained as per provider requirements, including Use and management of emergency management trailers guide.

Record vehicle in RMS

Vehicles should be entered into RMS if they are hire or fleet vehicles used by multiple staff. Entry is optional for fleet vehicles used solely by a person responsible for the vehicle.

1. Search resources (select all record status options) for vehicle registration as it could have been previously used. Make the record available and update details.
2. Create a resource record for a new vehicle under the category of 'Vehicles & machinery' using the information received from the supplier. Key data:
    a. Resource name – e.g. Subaru outback – AWD – number plate
    b. Expiry – date of return
    c. Supplier – hire company, government agency name e.g. NW LLS, DPI
    d. Resource manager – role managing motor vehicles e.g. Operations role for vehicles requested and managed by Operations, Logistics role for pool vehicles that are checked out/in daily
    e. Comments and notes – add TR number and any special requirements e.g. provisional (P plate) driver restrictions
    f. Acquisition date – start date for hire/booking
3. Add documents or images to 'attachments' e.g. hire agreements or other reference information
4. Create an 'Alert' to notify of any required action e.g. maintenance. The frequency of the alert will determine when and how many 'alerts' are sent. Refer to the RMS guide for details.
5. Record vehicle details at induction for vehicles that are the responsibility and sole use of other government agencies and non-government organisations (NGO).
6. Add resource number (from RMS) to the TR (in the short description)

Complete TR

1. Check all relevant documents are attached to the TR e.g. quotes, invoices.
2. Refer to Supplier invoicing and payment methods.
3. Finance role to close TR.

Return vehicles

Before returning a vehicle to the supplier:

7. Check condition and photograph any changes/issues.
8. Replace any used, missing or damaged items or notify supplier
9. Complete any maintenance or servicing as agreed, including filling fuel tank.
10. Contact the resource manager/supplier to organise return
11. Organise delivery to directed location and confirm receipt
12. Update RMS. Hired vehicles in RMS are disposed.
13. Add comments in TR to indicate date returned

Close TR

Close TR when invoices are processed for payment ensuring:

1. Attachment to TR of invoices, quotes and hire agreements (where relevant)
2. Log sheets (e.g. for hire cars) are in the response drive
3. Refer to supplier invoices and payment methods guide.
4. Finance role to close TR.

Medical Services Unit

The unit is responsible for:

- creating a medical plan (part of IAP) in consultation with the Safety Advisor (or Incident Controller in the absence of a Safety Advisor)
- acquiring, storing and distributing first aid and welfare resources to personnel
- arranging for first aid and medical services, including transport for personnel
- services to monitor health and welfare, including critical incident stress support, in consultation with the incident Safety Advisor

Logistics have access to sensitive information including medical records, medical conditions and records of injuries, so confidentiality and discretion is required. Next of kin information is stored in personal records in WebEOC.

Personnel in emergency responses must report all incidents immediately to their response supervisor and **within 24 hours** on the department's incident notification online form according to the WHS incident notification in emergency operations guide.

Emergency response supervisors must investigate reported incidents **within 72 business hours** of incident notification.

Any first aid or welfare equipment or consumables is requested by a TR and actioned by the Supply Unit – equipment and consumables instructions.

Welfare and medical services suppliers are engaged as suppliers or contractors.

Catering Unit

The Catering Unit is responsible for:

- arranging the acquisition, preparation, storage and distribution of drinking water, refreshments and meals to incident personnel
- working with the Operations function and the Ground Support Unit to ensure food and drinks are distributed to the field in a safe and timely manner
- developing and implementing a catering plan.

A catering plan may include:

- numbers required to be fed, their location and special food requirements i.e. dietary restrictions
- nature of work being undertaking
- weather conditions
- number and types of meals to be provided, accounting for dietary requirements
- hours of operation
- hygiene i.e. safe food storage and handling practices
- cost
- sufficient and appropriate catering resources, facilities and suppliers (e.g. use of local eateries, deliveries to site, self-catering, service providers) available to meet capacity for current and projected personnel numbers
- process to notify personnel of catering options (usually at induction)
- recording systems for meals, i.e. Meal sign on sheet, to ensure number and cost of meals is comparable to the number of personnel eligible to be provided food
- monitoring program for the Catering plan, including process to seek feedback and address issues

Catering and meals arrangements

Catering is organised by Logistics and:

- includes breakfast, lunch, dinner, drinks and snacks. No alcohol is to be provided or consumed at any work location or while on duty (including travel).
- is safe and appropriate to the dining, preparation, storage and disposal facilities available at a work location, including provision of hand washing stations and environmentally responsible disposal facilities.
- disposes of leftover food immediately except for items such as fruit and commercially prepacked snacks etc.
- uses suppliers, preferably local, to provide suitable meals
- costs per meal per person meet government allowances (check for currency)

Note: the cost of the evening meals typically includes a beverage that can be non-alcoholic or one standard alcoholic drink. Any additional beverages are at personal cost.

When catering is not supplied or does not meet an individual's dietary restrictions, personnel who are entitled, can claim a meal allowance or use a P-card to purchase meals.

Meals

1. An approved TR (usually initiated when a person is rostered and can be combined with the accommodation TR) is required for each person requiring meals, which states:
   a. person's name
   b. location/area of deployment
   c. start and end dates
2. Logistics supplies the TR number to the individual with joining instructions and/or at induction.
3. Each person is responsible for assigning the response WBS and appropriate GL code to:
   a. any expense claim for meals and incidentals, subtracting catering by the control centre, and including the TR number (Instructions for staff available on the Intranet - Guide – Expense 8 – How to guide – Trip Planning)
   b. P-card reconciliation within 30 days of incurring the cost, including the TR number, and providing the tax invoice to Logistics to attach to the individual's TR

Supplying catering

Approved task request

1. For each control centre location, one or more approved TRs is required for catering i.e. meals, snacks and drinks not covered by an individual's specific TR (see Meals above).
   a. TRs may be limited to a specific time period to ensure the approval of the TR meets emergency financial delegation restrictions.
   b. TRs maybe limited to a specific supplier for a specific period.
   c. Estimated TR costs = meal expense allowance for each meal type supplied x number of persons x number of days

Sourcing catering

1. Sources of catering include:
   a. Contracted catering service providers that provide meals at specified times, locations and numbers. Providers may include commercial suppliers and supporting agencies under arrangements.
   b. Food establishments such as restaurants and cafes, which may include delivery to site. Accounts may or may not be available at these establishments. Agreements with proprietors may be required to extend trading hours, e.g. evening meals and earlier start for breakfast service at accommodation.
   c. Logistics providing self-catered supplies such as snacks, drinks, sandwich/BBQ ingredients.
2. Contracts and agreements with suppliers:
   a. Contracts are required for catering service suppliers
   b. Written agreements are required for food establishments to initiate accounts so personnel can sign for food and the department invoiced and must advise of the limits to meal costs (based on the NSW government allowances) and invoicing details.
   c. Agreements with proprietors may be required to extend trading hours, e.g. evening meals and earlier start for breakfast service at accommodation.
   d. Any contract or agreement requires all meals and facilities (used for preparing food) to meet the relevant regulatory requirements.

e. A monitoring program should collect feedback from personnel, assess the suitability of the service and compliance to the contract (where applicable).

Managing catering

1. Logistics is responsible for:
   a. compiling the number of personnel at each location requiring meals/refreshments
   b. notifying suppliers of numbers and locations
   c. ensuring personnel sign a Meal sign-on sheet, unless meals are charged to room accommodation (i.e. the recipient of the meal is identifiable)
   d. regularly monitoring catering standards to ensure the well-being and safety of personnel
   e. ensuring all dining facilities are wiped down after each meal and cleaned daily

Payments, completing and closing TR

1. Attach signed meal sign-on sheets and invoice/s to the TR
   a. Check supplier invoices match service agreed to/contracted and the meal sign-on records
2. Invoices are paid via P-card or AP upload. Refer to Supplier invoicing and payment methods for further details.
3. A tax invoice and receipt must be issued at the time of payment.
4. TR is completed and closed when relevant invoices/sign-on sheets are attached and:
   a. the time period expires
   b. expended costs exceed estimated approved costs
   c. the control centre is demobilised
5. Finance role to close TR.

Finance function

The Finance function is responsible for:

- contracts and procurement
- account payments and accounting records for the provision of materials and services, including closing TRs.
- compensation claims (for biosecurity responses)
- time records for employees and contractors deployed to the emergency

Usually Logistics will manage financial arrangements in line with the relevant agencies processes and systems. However, for large or complex emergencies, the Incident Controller and Logistics Officer may appoint a Finance Officer to form the Finance function. The Finance function is usually operational at the SCC regardless of the incident size and complexity.

The SCC Finance Officer creates project task codes on request from the Hazard Owner and communicated with State Coordinator. Each LLS Business Unit are responsible for creating their own project task code.

Refer to the DPI emergency response roles – Logistics and Finance for role descriptions.

Detailed information applicable to all Finance units is available in the appendices, such as suppliers (Appendix 2), procurement (Appendix 3), record management (Appendix 4), and auditing and assessing (Appendix 5).

Accounts Unit

The Accounts Unit is responsible for:

- accounts for purchases of supplies and hire of equipment
- management of contracts

The processing of accounts should follow the normal processes for the relevant agency which may include:

- use of separate WBS – dependent on agency company codes
- use of general ledger codes (available on the department's intranet) required for accurate reporting and reimbursement of expenditure

The Accounts Unit works closely with the Supply Unit, Facilities Unit and other Logistics units to ensure:

- effective records are maintained during the ordering, delivery and invoicing of supplies, so payment can proceed without delay
- emergency financial delegations are adhered to
- accurate procurement, use and release records maintained for hired equipment/plant
- suppliers are contracted according to department/government guidelines
- establishment and maintenance of relationships with suppliers, particularly within the affected communities

Emergency financial delegations

Financial delegations for emergencies vary considerably from day roles. Response personnel are provided emergency financial delegations details in the 'joining instructions' email (see Appendix 1) and must comply with them when undertaking procurement activities during a response.

Task requests with a financial commitment can only be approved by response roles with appropriate emergency financial delegation. Logistics and Finance Support roles do not have an emergency financial delegation and cannot approve Task Requests / commitment or expenditure of funds.

Contract management

Contracts may be required by a service provider or supplier or facilitate procurement efficiencies. Refer to department contract management framework guidelines and advice on Intranet.

Supplier invoicing and payment methods

Refer to:

- Natural disaster and locust finance guide – for supplier invoicing instructions; payment processes and process to increase P-card limits.
- Supplier payment processes in emergency responses guide – detailed instructions on payment processes (internal document)
- Task resource request user guide – for requirements to complete finance payments records

Response supplier payment processes

Suppliers to email tax invoices to emergency.finance@dpi.nsw.gov.au for payment in natural disaster and locust responses.

SCC Finance Unit contacts Senior Manager Payables & Expense Management (for Regional NSW) to advise of the initiation of an emergency response and request name/s of Accounts Payable contact/s for the response.

The three payment methods for supplier payments during a response are:

1. Purchase Card (P-card) – the preferred purchase method and usually for transactions less than $5000 (however this will vary with card limit and financial delegation of the approver)
2. Accounts Payable (AP) upload – the preferred method for all other payments
3. Accounts Payable Voucher (APV) – where AP upload is not suitable; limit circumstances

A task request (TR) is raised and approved prior to payment. Check that the estimated cost entered in WebEOC matches the invoice/s. Investigate if there is a discrepancy as details are not always entered into WebEOC by the requestor.

Refer to the 'Supplier payment processes in emergency responses' guide for detailed instructions on payment processes.

If a new supplier is required to be added to MyHQ follow the MyHQ guide 'Create or change customer details' (available on the department intranet). Once a request has been entered Finance Unit contacts Senior Manager Payables & Expense Management (for Regional NSW) to get this request actioned quicker.

Storing records in the response drive and on TR

Once a Tax Invoice / Receipt is received the details are recorded into WebEOC.

1. Save the Tax Invoice / receipt to the response drive using the following naming convention: Payment method – Supplier – Invoice # - amount - Guest name (for accommodation) – Date of payment or Tax invoice date – TR#.
   a. Example: CWLLS P-card – Quest Hotel Orange #INV001 $130 Jane Smith 20.06.2020 – TR45678
   b. Example: APU – Towes Contracting Group #2818 $400 25.06.2020 – TR56789
2. Open relevant WebEOC task request
3. Click Attachment – Add record – Choose File – Save

   Attach all Tax Invoices / Receipts and any correspondence e.g. emails to the Task Request
4. Enter details to identify yourself and the payments in Action details - Comments box.
   a. Example: 20.06.2020 J Smith LCC Logs support – Invoice attached Quest Hotel Orange accommodation only. Paid P-card

   b. Example: 25.06.2020 R Brown LCC Logs support – Invoice attached. Paid APU FIN045678
5. Check the Estimated Cost is the same or more than the Tax Invoice / Receipt amount/s. If expenditure greater than Estimated cost, approval is required for the financial commitment e.g. a new TR may be required.
6. If the task is complete scroll down to Action Details – change status to Task Complete, assign to a finance role to close and enter task completion date/time.

Closing TR

1. Enter the details in the finance section of the TR
   a. Select Payment Method from list
   b. P-card Holder – Name of Employees P-card that was used for payment
   c. Invoice# - Suppliers Tax Invoice number or Receipt number – Example: INV001 or 2818
   d. FHD / FIN – AP upload identifier – Example: FIN045678 (Generated from CS Portal after upload completed)
   e. WBS# - select Project Task#– Example: P-10861-23 Southern Fires
   f. GL Code – select General Ledger code. Example: 610040 Travel Accommodation or 615020 Water
   g. Final Cost – enter Amount of the all Tax Invoice / Receipts. Example $400.00.

Note: If there is more than one invoice for the TR, enter the total of all invoices into the Final Cost box and enter the tax invoice numbers after the original.

Example: Invoice# INV001, 2818. Final Cost would be total of both invoices $530.00

2. Task Closed – change status to ‘Task Closed’ if there are no more invoices

Compensation Unit

The Compensation Unit is responsible for managing and reporting on compensation claims in biosecurity responses in accordance with the Biosecurity compensation procedure and specific emergency response processes.

Financial Monitoring Unit

The Financial Monitoring Unit is responsible for:

- collection of cost data
- performing cost effective analysis e.g. cost benefit analysis
- providing cost estimates for the incident

Time Keeping Unit

The Time Keeping Unit is responsible for:

- monitoring the times and duration of personnel to ensure salaries and allowances are accurately calculated
- tracking the assignment of personnel including contractors, to ensure fatigue is managed, in collaboration with the Safety Advisor

References

General

Crown Employees (Public Service Conditions of Employment) Award 2009

Guide - Auditing and assessing emergency operations

NSW Department of Industry Travel Policy

Guide - Information management in emergency operations

Biosecurity Emergency Management – Response Logistics Guide

Guide – RMS – Creating records, moving and maintaining resources (in RMS library)

Template - Suppliers register

Facilities Unit

Template - Travel register

Catering Unit

Form - Meals sign-on sheet

Food safety for caterers – Food Authority information sheet

Ground Support Unit

Guide - Use and management of EM trailers

SWMS - Driving vehicles

SWMS - Off road vehicle operation – quad/motor bikes, ATV

SWMS - Trailer towing and use in emergency management

Form - Motor vehicle running sheet

Supply Unit

Guide - Use of personal protective equipment (PPE)

Code of Practice – Managing risks of hazardous chemicals in the workplace

Code of Practice – Labelling of workplace hazardous chemicals

User guide - Task resource request user guide

Medical Services Unit

Template – medical plan

Finance function

Biosecurity compensation procedure

Natural disaster and locust finance guide

MyHQ guide ‘Create or change customer details’ (intranet)

Guide - Supplier payment processes in emergency responses (internal document)

Guide – Expense 8 – How to guide – Trip Planning (intranet)

Abbreviations and definitions

Abbreviation/ Terminology	Definition
ABN	Australian Business Number
AIIMS	Australasian Inter-Service Incident Management System
Animal	All animals including livestock (sheep, cattle, goats, pigs, horses etc.), companion animals (dogs, cats, aviary birds etc) and wildlife (terrestrial, aquatic and marine).
Authorised Officer	A person who is appointed as an authorised officer under the *Biosecurity Act 2015* and authorised by that appointment to exercise the function
Biosecurity	The protection of the economy, environment and human health from the negative impacts associated with entry, establishment or spread of exotic pests (including weeds) and diseases.
Biosecurity Act	*Biosecurity Act 2015*
Biosecurity Regulation	Biosecurity Regulation 2017
Combat agency	The agency identified in EMPLAN as the agency primarily responsible for controlling response to a particular emergency. Also called Lead agency.
Command	Internal direction of the members and resources of an organisation's roles and tasks. Command operates vertically within the management structure.
Control	Overall direction of activities in an emergency situation. Authority for control is established in legislation or in an emergency plan and carries with it the responsibility for tasking other organisations in accordance with the needs of the situation. Control relates to situations and operates horizontally across organisations usually at the local level.
Coordination	Support incident control through accessing organisations and other resources. It involves the systematic acquisition and application of resources (organisational, human and equipment) in an emergency situation. Relevant to the State Coordination Centre.
DPI	NSW Department of Primary Industries
DGs	Dangerous Goods
DRNSW	Department of Regional NSW
EAP	Employee Assistance Program
FCP	Forward Command Post - Centre for managing field activities, gathering intelligence and providing links to the local community in emergencies for a designated area. Responsibility of Officer-in-Charge (OIC). Extension of LCC Operations function.

Abbreviation/ Terminology	Definition
Functional Area	A category of services involved in the preparations for an emergency, including the following: a. Agriculture and Animal Services b. Telecommunications Services c. Energy and Utility Services d. Engineering Services e. Environmental Services f. Health Services g. Public Information Services h. Transport Services i. Welfare Services.
Hazard	In EMPLAN means a potential or existing condition that may cause harm to people or damage to property or the environment. Can also be used when describing a safety hazard.
Hazard Owner	NSW DPI risk owner maintains accountability for the response and recovery operations in their area of responsibility, unless a 'state of emergency' is declared
IAP	Incident Action Plan
IMT	Incident Management Team
LCC	Local Control Centre - Manage all activities and personnel deployed to resolve the emergency and achieve planned objectives in the designated area. Responsibility of Incident Controller (IC).
LEMC	Local Emergency Management Committee - committee constituted under the *State Emergency and Rescue Management Act,* 1989 for each local government area, and is responsible for the preparation of plans in relation to the prevention of, preparation for, response to and recovery from emergencies in the local government area. In the exercise of its functions, any such Committee is responsible to the relevant Region Emergency Management Committee.
LLS	Local Land Services
PPE	Personal Protective Equipment
REMC	Region Emergency Management Committee - constituted under the *State Emergency and Rescue Management Act*, 1989 (as amended), which at Region level is responsible for preparing plans in relation to the prevention of, preparation for, response to and recovery from emergencies in the Region. In the exercise of its functions, any such Committee is responsible to the State Emergency Management Committee. (Source: SERM Act).
RMS	Resource management system

Abbreviation/ Terminology	Definition
SCC	State Coordination Centre - Coordinates resources, information and communications state-wide, inter-state and nationally. Responsibility of State Coordinator.
SDS	Safety Data Sheet: detail safety directions and specifications for a chemical. Must be stored and provided with chemicals
Span of control	Each role should have between four and seven, the ideal is five, other roles reporting to it as this maintains a supervisor’s ability to effectively task, monitor and evaluate performance. When the number exceeds seven, a supporting role should be created (not two people in the same role).
State Coordinator	The State Coordinator is an emergency response role responsible for the implementation and operational delivery of objectives necessary to achieve the defined outcome. The State Coordinator has overall management of all operational activities and personnel deployed to resolve the emergency.
TR	Task request
WHS	Work Health and Safety

Appendices

Appendix 1: 'Joining instructions' email template

It is recommended the email is created as a template be available for the relevant response role email accounts.

Hi [insert first name],

Thank you for agreeing to perform the role of **[insert role, bolded]** for the [insert response name].

Please report to **[insert supervisor name, role, contact number, bolded]** at the [insert location, e.g. State Coordination Centre, insert address] on **[insert day, date, time bolded e.g. Saturday 11.1.20 at 9am].**

You will be working from [date] to [date] inclusive.

[insert travel arrangements e.g. In bound flights and car hire have been arranged via FCM - you would have received your itinerary direct from FCM].

Accommodation Arrangements (see attached booking confirmation): [insert as per example]

Quest Orange

132 Kite Street, Orange NSW 2800

Ph: 02 5317 8900

Check In: 10 January 2020 2pm

Check Out: 17 January 2020 10am

Please bring your laptop, mobile phone and any other equipment you feel you may need.

Attire: SCC/LCC/FCP - neat casual, enclosed flat footwear recommended. Field roles – appropriate to tasks [insert specific requirements e.g. enclosed work boots]

You will receive a separate email from Biosecurity Systems providing access to the **[insert role email address, bolded]** email address and response team drive.

Please note the following finance arrangements for the response.

All expenditure must be authorised by an Officer with Emergency Management Financial Delegation via a task request in WebEOC. *For delegation limits please see pages 13 and 14 of the attached Government Sector Finance Act 2018 Instrument of Delegation Secretary to Department 28 June 2019.*

DPI WBS Number: [insert response WBS]

LLS WBS Number: Contact your day role LLS region EM Coordinator

Task request number (for accommodation and meals): [insert number]

The WBS number must be used for all authorised expenditure relating to this response including but not limited to:

EM Worksheets

P-card reconciliations in Expense 8

Travel expense claims in Expense 8

FCM travel bookings

Purchase Requisitions in MyHQ

Motor Vehicle Running Sheets/Telematics System

Reconciling P-card: Complete within 30 days of incurring cost. TR number must be entered first in “Purpose” field; **all** receipts/invoices (including under $30) must be kept and provided to the response.

All personnel who participate in the response must:

1. Comply with the **Emergency Management – Response and Recovery Policy** (attached)
2. Complete an Emergency Management Worksheet by following the attached **Response Time Sheeting Instructions** documents to correctly enter your times in MyHQ and upload your EM Worksheet to the CS Connect portal if claiming overtime or time in lieu.

Before starting your first shift:

1. Complete the induction online module in EMtrain (if not already completed)
2. Check your personal record details in WebEOC are current (if you have an account)
3. Inform your day role supervisor of your response deployment

Please contact me if you require any further information or assistance

Kind regards,

[insert name]

Attachments:

1. Emergency financial delegations (available on the Intranet)
2. Emergency management – response and recovery policy
3. Emergency management worksheet guide
4. Emergency management worksheet - form
5. DPI emergency response roles
6. Accommodation confirmation letter
7. Site / location map

Appendix 2: Suppliers

Larger and more complex incidents require logistical support to be sourced from a range of suppliers. It is important to use local suppliers and contract providers where possible.

Local suppliers are usually best placed to provide logistical support within a short time frame. It is essential that Logistics establishes an effective relationship with local suppliers, service providers and contract providers to determine their availability, capability and resourcing to provide goods and services.

As part of this, Logistics needs to understand and work through the issues and concerns that local suppliers, service providers and contract providers may have. One of the major issues is supplier capability and fatigue. Some suppliers may only be able to meet short-term demands. Others may play an important role in supplying goods and services to the local community, which may require non-local sourcing of goods and services for extended and long-duration emergencies.

It is also important that procurement equity is provided to ensure that a range of suppliers have the opportunity to provide their goods and services and not to favour particular suppliers.

Contract providers have pre-existing arrangements with agencies to provide goods and services and are usually well placed to provide goods and services during an incident. They can be utilised when goods and services are required beyond what can be provided from the local area.

Existing suppliers

To use existing suppliers:

1. An approved task request (TR) outlining task required, including location, timeframes and estimated costs
2. Check EM data and department procurement advice on contract arrangements and prequalification schemes for suitable, existing suppliers to access correct goods and services and established benefit.
3. Contact each supplier to request a quote – provide supplier with TR number, task description, location, time frame, biosecurity restrictions and payment methods/time frames
4. Attach quote to TR
   Note: Costs should be equal to or less than the estimated costs (i.e. approved cost)
5. Determine if a contract or Service Level Agreement (SLA) is required

New suppliers

1. Set up a new Supplier in MYHQ, when payments via EFT or cheque need to be made, by following the MyHQ guide 'Create or change customer details' (available on the department intranet).
2. Add new suppliers for unique services or products to RMS suppliers list. Refer to RMS user guide for details.

Appendix 3: Procurement

Procurement of Goods and Services

Procurement of all goods and services required during a response must:

- comply with emergency financial delegations
- be requested and approved in the task request system
- follow government procurement processes where possible

Department of Regional NSW procurement policies still apply in emergencies, where value for money must be obtained, probity, transparency and accountability must be achieved, and all goods and services must comply with relevant work, health and safety requirements.

All response expenditure must be for the sole purpose of the response and be approved by personnel with appropriate emergency financial delegation. All quotes, tax invoices and receipts must be retained by the response and attached to the relevant TR.

The capacity of local suppliers to meet response and community needs must also be considered to ensure the response does not overwhelm the market.

Task Request

Task requests are used to approve and track the procurement of goods and services in an emergency response and enable the department to accurately report on financial commitment and expenditure. Refer to the Task resource request user guide.

Personnel are required to use the online task request system to request a task or resource during a response. The online task request is approved and actioned by the appropriate role/person(s). The status of the task is displayed in real time. It is the responsibility of personnel to regularly monitor the task list for required actions and progress.

Manual Task/Resource Requests

Manual task requests are only to be used when there is catastrophic failure of internet services or within the first hours of a response (where there is unavoidable delay in system establishment).

The approval process for hard copy task requests is similar to the online system - the requestor must be a different person and role to the approver. The approver must have emergency financial delegation, where a task involves a financial commitment.

Hard copy task requests are required to be entered into the online system as soon as it becomes available.

The ‘reference number’ field provides the link between the hard copy and the online version.

Appendix 4: Record Management

Effective information and record management contributes to the successful resolution of a response. Each functional area must play its part by collecting, storing, analysing, and disseminating information as required.

Planning function is responsible for information management, and all response personnel must use the approved storage systems, follow filing structures and use standard naming conventions as outlined in Information management in emergency operations guide.

Information needs to be available during and after the response to assist with reporting, financial reconciliation, post incident reviews, analysis and audits.

Response information and account access is not to be shared with anyone outside of the response.

Logistics are responsible for:

- Collection of data for processing tasks
- Storage of information in appropriate systems
- Analysis of data for resource planning and acquisition
- Dissemination of information regarding resources

Finance is responsible for:

- Collecting, analysing and disseminating information regarding account payments and accounting records
- Collection of data for budgeting and processing invoices and accounts
- Storage of financial data for record keeping and audits

As part of the activation of information management systems, the DPI Biosecurity Systems Unit create a folder structure in the response drive for the incident. Once the file structure is created, it is the responsibility of the Planning function to manage the system.

Logistics personnel with access to the team drive can create sub-folders for a function, save and edit documents. Logistics personnel cannot move or archive documents in team drive, this is managed by Planning.

Appendix 5: Auditing and assessing

Emergency operations are audited and assessed to verify the degree of compliance with emergency management plans, policies, procedures, risk assessments and legislation. Refer to the Auditing and assessing emergency operations guide. Audits are coordinated by the Planning function.

Auditors identify issues and non-conformances for investigation and corrective action to prevent reoccurrence.

Auditors also identify opportunities for improving the management of emergencies to strengthen EM knowledge and capabilities through increased coaching opportunities.

All emergency response activities are subject to audit and assessment. Logistics may be requested to assist with site access and suitable meeting areas for auditors.

Audit and assessment types:

- Assessments conducted by personnel completing the task
- Internal (DPI/LLS) audits conducted by independent auditors not involved in the activity
- External audits conducted by auditors external to DPI/LLS

Note: Procurement and financial expenditure undertaken during a response is comprehensively audited by numerous government departments, particularly during the reimbursement process.

Appendix 6: Data management systems

Emergency response systems

- Systems are activated by the Biosecurity Systems Unit on request from the State Coordinator or Hazard Owner (according to the Emergency Response and Recovery Manual)
- Response email accounts, allowing access to the response drive and WebEOC, are requested by Logistics Officer or delegated logistics role by emailing biosecurity.systems@dpi.nsw.gov.au.
- Support is available by following the system user guide instructions or emailing biosecurity.systems@dpi.nsw.gov.au.
- During a response, access is provided at induction, if not already available. Pre-response access remains, however records and data access for the emergency will vary with the assigned DPI emergency response role/s.
- Refer to Information management in emergency operations guide.

WebEOC - Task request (TR) and personnel management (PM)

Task request (TR) records requests, from any response personnel, for any resource or service including financial commitment. Logistics actions tasks assigned to Logistics. Logistics/Finance ensures financial information is completed and closed for all task requests.

WebEOC is used by all personnel to maintain their personnel record and availability. This information enables rostering of available personnel and issuing of identification cards.

Access via http://webeoc.dpi.nsw.gov.au/. User guides are available within the system and DPI EM webpage.

Resource management system (RMS)

Resource Management System (RMS) records resources (excluding personnel) and suppliers (of resources and services), the movement and use of resources between locations (i.e. deploying, transferring or checking out), maintenance details, and issues expiry/maintenance alerts. Each resource record can be associated with one or more suppliers for ease of re-stocking.

Access via https://login.assetpanda.com/ and using the Asset Panda app. The web version is recommended for use by Logistics personnel. User guides are available within the system.

EMtrain

EMtrain is a learning management system containing online courses and access to a booking system for workshops. Online modules are required to be completed prior to participation in responses e.g. induction.

Access via https://emtrain.dpi.nsw.gov.au/. User guides and other information is available at training and skills.

Organisational systems

- Access is restricted to department employees
- Assistance is available through CS Connect
- Regional NSW processes and requirements must be followed
- Training is available through the department's intranet

Email

Email accounts are assigned to personnel by Communications Support (Biosecurity Systems Unit) based on response roles. Note: Some roles may have shared access accounts.

Logistics are responsible for requesting changes to email access for response personnel based on the roster, by emailing biosecurity.systems@dpi.nsw.gov.au

Day role and personal email accounts are **NOT** to be used in a response.

Response drive

The response drive is used to store, share and manage documents in a response.

Access to the response drive is assigned to personnel by the Communications Support (Biosecurity Systems Unit) based on response roles.

The drive must be used in a response to ensure a single point of storage for all response documentation. The response drive is divided by control centre location and function.

Each function is responsible for its own documentation. Logistics ensure all logistics response documentation is correctly named and filed in the drive.

Support is available by emailing biosecurity.systems@dpi.nsw.gov.au

Expense 8

Expense 8 enables the reconciliation of purchase cards (P-card) and travel organised through FCM. Reconciliation of purchase cards are the responsibility of the person to who the card is issued.

All response expenditure acquitted in Expense8 should have an approved task request.

Task request numbers should be recorded on invoices and included in the description when reconciling transactions in Expense8.

Travel claims are managed through Expense 8 and should be charged to the response WBS code. All expense claims should include a copy of your approved EM Worksheet and if claiming meal allowances should include an approved task request number.

MyHQ

MyHQ manages orders for resources not covered by purchase cards. It also includes personal data for employees (e.g. overtime, leave, time sheets) which is the responsibility of the employee to manage.

FCM

FCM is the department's contracted travel management system where flights, hire cars and accommodation can be booked for employees and guests (i.e. non-employees), where practical.

Logistics can request FCM bookings via the HUB, email or telephone and must advise FCM the booking is for an emergency response. Note: Only Department "Travel Arrangers" can book on behalf of others via the HUB.

Personnel can become travel arrangers by logging a call through CS Connect and requesting that your profile be changed to a Travel Arranger.

FCM will only accept group booking requests via email nswg@fcmtravel.com.au

If required, Logistics can request FCM appoint a Project Manager as a single point of contact for all travel arrangements related to a response.

Booking Intelligence (BI)

Booking Intelligence provides access to book department fleet cars.

CAMMS

Regional NSW manages its WHS incidents, risk assessments, workplace inspections and safety observations through CAMMS risk portal. Refer to CAMMS risk factsheet (department intranet).

Appendix 7: 'Stand down' email template

It is recommended the email is created as a template be available for the relevant response role email accounts.

Hi [insert first name],

Thank you for agreeing to perform the role of **[insert role, bolded]** for the [insert response name].

I am advising that you are being stood down and are no longer required to report for your shift from [date] to [date] at [insert location].

[Insert details why no longer required e.g. The response is now in a stand down phase and the roster has been adjusted to reflect decreased resourcing needs.]

Your accommodation at [insert location] and travel arrangements have been cancelled.

If you have completed previous response shifts please ensure all expenditure is reconciled (refer to your "Joining instructions" email) and EM Worksheets submitted.

Please contact me if you require any further information or assistance.

Your support of emergency management is appreciated and may be required in future.

Kind regards,

[insert name]