



# **AUSTRALIAN DEFENCE FORCE PUBLICATION**

**OPERATIONS SERIES**

**ADFP 20**

**LOGISTICS IN SUPPORT  
OF JOINT OPERATIONS**

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# AUSTRALIAN DEFENCE FORCE PUBLICATION

## OPERATIONS SERIES

### LOGISTICS IN SUPPORT OF JOINT OPERATIONS

Australian Defence Force Publication 20 (ADFP 20)—*Logistics in Support of Joint Operations*, second edition, is issued for use by the Australian Defence Force and is effective forthwith. This edition supersedes ADFP 20, first edition 1995, all copies of which should be destroyed in accordance with current security instructions.

A handwritten signature in black ink, appearing to read 'C.A. Barrie'.

C.A. BARRIE  
Admiral, RAN  
Chief of the Defence Force

Australian Defence Headquarters  
CANBERRA ACT 2600

23 February 1999

## FOREWORD

1. ADFP 20—*Logistics in Support of Joint Operations*, describes single-Service logistics, national capabilities and international logistics agreements and arrangements and how they are coordinated in the planning and sustainment of joint operations.
2. Agreed procedures for the conduct of joint operations are promulgated in ADFP operations series—ADFP 9 to 99. These agreed procedures reflect the contents of ADFP 2—*Division of Responsibilities within the Australian Defence Force*, and must be used within the single Services for joint training and exercise purposes as well as for joint operations. As joint doctrine and procedures are tested and validated, this publication will be amended as appropriate.
3. Commandant, Australian Defence Force Warfare Centre (ADFWC) is the approval authority for ADFP 20 while the Commander Australian Theatre is the publication sponsor. Commandant ADFWC is responsible for the continued development, amendment and production of the publication. Further information on the production, authorisation and distribution of all ADFP are promulgated in Defence Instruction (General) ADMIN 20-1—*Production and Control of Australian Defence Force Publications*.
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Supplement 1	<i>Operational Rules of Engagement</i>	
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Acronyms and abbreviations



# Symbols of Protection



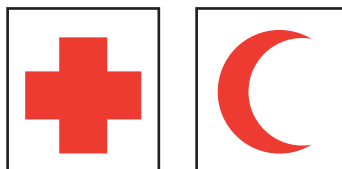
## Distinctive Sign of:

## Sign

## Application/ Explanation

Civilian and Military Medical Units &  
Religious Personnel

International Red Cross and Red  
Crescent Movement  
(Geneva Conventions I-IV, 1949)  
(Protocols I & II, 1977)



Used as a symbol to protect medical units  
including field hospitals, transports,  
medical and religious personnel.

Protective emblem of ICRC delegates in  
conflicts.

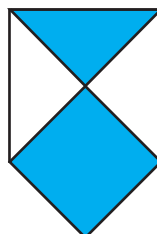
Used to indicate activities of National  
Societies, such as the Australian Red  
Cross Society. In times of conflict, a  
National Society can only use the emblem  
as a protective sign if they are an official  
auxiliary to the medical services of the  
armed forces.

Civil Defence  
(Protocol I, 1977)



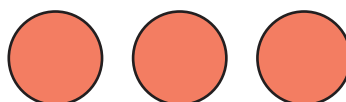
Used as a symbol to protect personnel and  
equipment engaged in providing assistance  
to civilian victims of war. The symbol is  
used by personnel such as firefighters,  
police and emergency rescue workers.

Cultural Property  
(The Hague Convention of 1954)  
(Protocol I, 1977)



Provides general protection to places and  
object of cultural significance. Special  
protection for places that are registered  
with UNESCO e.g. churches, archaeo-  
logical sites, monuments and museums.

Dangerous Forces  
(Protocol I, 1977)



Provides specific protection to works or  
places that may contain dangerous forces  
e.g. dams or atomic reactors.

**For further information, please contact the International Humanitarian Law Officer,  
Australian Red Cross Society in your State/Territory capital city:**

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155 Pelham Street  
Carlton South VIC 3053  
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PO Box 610  
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171 City Road  
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110 Goderich Street  
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# CHAPTER 1

## INTRODUCTION

### General

**1.1** Logistics is an essential element in the development of military capability. The capacity to initiate and sustain logistics support to a joint force bears a direct relationship to the size, scope and duration of operations which that force may undertake. Logistics may be the single major factor which determines the success or otherwise of a joint or combined operation and is fundamental to the ability of naval, ground and air forces to apply and sustain combat power.

**1.2** In combined operations, cooperative logistics support with other nations may be required. Coordination of such support is essential and can be achieved through negotiated agreements between the nations involved, combined planning processes and cooperative execution of plans.

**1.3** Australian Defence Force Publication (ADFP) 20 is intended as a reference for staff officers in joint, combined and single-Service logistics related appointments. It describes a framework within which Australian Defence Force (ADF) organisations might support joint and combined logistics at the strategic and operational levels of war. While tactical logistics support is defined and briefly described, tactical logistics support doctrine and procedures are generally contained in relevant single-Service publications.

**1.4** Operational experience since implementation of the Defence Reform Program in 1997 has identified the need for further development of joint logistics doctrine and procedures, which will be included in future editions of ADFP 20 or as an amendment to this edition.

**1.5** ADFP 20 is the keystone ADF joint logistics publication at the operational level and all other logistics doctrine and procedural publications should heed the principles and guidance contained herein.

### Definitions

**1.6 Administration (NATO).** The management and execution of all military matters not included in tactics and strategy; primarily in the fields of logistics and personnel management.

**1.7 Logistics (NATO, AAP6, QSTAG 894).** The science of planning and conducting the movement and sustainment of forces. In the most comprehensive sense, logistics includes those aspects of military operations which deal with:

- a. design and development, acquisition, storage, movement, distribution, maintenance, evacuation and disposition of materiel;
- b. transport of personnel;
- c. acquisition, construction, maintenance, operation and disposition of facilities;
- d. acquisition or furnishing of services; and
- e. medical and health support.

**1.8** Administration is an essential and integral part of all military activity and cannot be separated from operational factors. Similarly, logistics and personnel management are intertwined and defy easy definition. In general 'logistics' encompasses all support functions requiring the provision of resources while personnel management is based on the individual.

## Objective of logistics

**1.9** The objective of logistics is to provide commanders at all levels of war with the resources necessary to complete their mission. This involves providing materiel, facilities, personnel and ancillary services in the right place, in required quantities, on time and suitably configured. Logistics support to an operation must be effective, robust and efficiently use available resources. Additionally, logistics support must optimise a commander's planning flexibility. Major considerations in achieving this objective are:

- a. **Command and control (C2):**
  - (1) clear command relationships,
  - (2) centralised control of logistics support,
  - (3) coordination of single-Service support, and
  - (4) coordination of supply routes in and out of the area of operations (AO).
- b. **Joint considerations:**
  - (1) use of local infrastructure, when available and guaranteed;
  - (2) maximum use of standardised procedures and compatible equipment;
  - (3) single-Service management of designated items behind and within the AO;
  - (4) pooling of resources;
  - (5) employment of joint procurement practices for materiel and facilities;
  - (6) controlled movement of materiel and personnel; and
  - (7) optimisation of a joint or combined force logistics support network.

## Logistics principles

**1.10** The logistics principles provide guidance for organising, planning, managing and executing logistics support. These principles are not rigid rules to apply in every situation; nor are they a check list, but they provide a guide for analytical thinking and prudent planning. Seldom will all of the principles exert equal influence, with one or two usually dominating in any given situation. The general principles of logistics support are:

- a. **Simplicity.** A fundamental element to efficiently plan and execute logistics support operations. It is achieved through using standardised procedures, establishing priorities and pre-stocking supplies in supported unit(s).
- b. **Cooperation.** To achieve optimum use of logistics resources, cooperation is required across many disparate headquarters (HQ) and units, some of which may have competing demands for the available resources.
- c. **Economy.** When allocating resources, commanders must always consider economy in using that particular resource. Centralising resources is economical, but disadvantages include reduced responsiveness and vulnerability to attack. Centralised control with decentralised execution offers a balance between responsiveness, survivability and economy.
- d. **Foresight.** Anticipation and early preparation are essential in all logistics matters. Logistics arrangements take time to organise, and the time varies with the nature of the operation, base locations, supply sources, production resources, transport means and prevailing climatic conditions. Logistics planners must remain aware of their commander's intentions to be able to forecast the probable course of an operation. In this way, they should be able to anticipate requirements and identify any difficulties which could affect the commander's plan.

- e. **Flexibility.** Logistics plans and operations must be flexible enough to achieve both responsiveness and economy of effort.
- f. **Security.** Logistics focal points and resupply routes may require protection from enemy attack. Logistics units will usually be responsible for their own protection. Rear area security plans should be prepared to minimise disruption caused by potential enemy interference and to resume full logistics support as soon as possible after attack. Operation security also requires that logistics arrangements do not prematurely reveal the commander's intention. Deception may be necessary to conceal intensive preparations for future operations.

**1.11** Correctly applying the logistics principles should contribute to achieving the following outcomes:

- a. **Readiness.** Providing essential supplies and services in a timely manner should contribute to a force element's state of readiness.
- b. **Responsiveness.** Responsiveness involves providing support in the right configuration, place and time.
- c. **Sustainability.** Sustainability involves maintaining logistics support throughout the operation. Sustainability must focus on supporting the operation until the mission is achieved and redeployment complete.

### Joint logistics concept

**1.12** Military history has shown that unless logistics support to a joint force operation is effectively coordinated the overall operation may be compromised. The organisations which routinely support the single Services are the fundamental source of logistics support for a joint force. Coordinating the many agencies which provide that support is the essence of providing joint logistics support to ADF operations. This requires establishing joint C2 arrangements to effectively harness the existing single-Service logistics infrastructure and coordinate the support provided through well established lines of communication (LofC).

### Integrated logistics support

**1.13** Integrated logistics support is a total support concept to ensure that equipment can be adequately and economically supported while in service. It is a disciplined approach to the management and technical activities necessary to:

- a. cause support considerations to influence requirements and design selection,
- b. define support requirements that are optimally related to the design and to each other,
- c. acquire the required support,
- d. provide the required support during the operational phase at minimum cost, and
- e. address logistics support requirements during the disposal phase.

**1.14** The core elements of integrated logistics support that need to be considered in the Australian environment, are:

- a. maintenance planning;
- b. supply support;
- c. technical data;
- d. manpower and personnel;
- e. training and training support;
- f. facilities;
- g. packaging, handling, storage and transportation;

- h. support and test equipment; and
- i. computing support.

### **Logistics support continuum**

**1.15** Consistent with all military operations, logistics support operates in a continuum through the strategic, operational and tactical levels of war. This continuum comprises an integrated framework of logistics processes, systems, installations and organisations all of which contribute to enhancing military capability.

### **Strategic level logistics**

**1.16** The strategic level of war is concerned with the art and science of employing national power to achieve military outcomes that conform to national objectives. At this level, mobilising, deploying and sustaining combat forces is governed by long preparation and provisioning lead times. In the lead up to and during periods of conflict, universal demand for sophisticated weaponry and defence systems can result in these systems being unavailable for protracted periods. At the strategic level, Australian Defence Headquarters (ADHQ) determines the logistics capabilities required to support the operational level and develops strategies to ensure they will be available when required. Some capabilities may need to be established immediately while others may be developed during warning time. Industrial resources might need to be redirected, new production lines established and manufacturing skills developed to support a war effort.

**1.17** Strategic level logistics focuses on national and international issues. ADHQ logistics staff monitor and develop local and overseas suppliers of materiel and services and establish processes to support the operational element of the ADF. Strategic level logistics support is central to raising, training, mobilising, deploying, sustaining, reconstituting and demobilising a military force.

**1.18** In essence, strategic logistics enables Chief of the Defence Force to assign to the operational level the resources needed to match the concept of operations, to meet the duration of the operation and to achieve the operational end-state.

**1.19** Strategic level logistics is focused toward:

- a. peacetime preparedness resourcing;
- b. contingency planning;
- c. mobilisation, industrial surge and infrastructure development necessary to support the expanded ADF;
- d. expanding inventory levels and increasing ADF and commercial repair capabilities;
- e. agreements with elements of the national infrastructure, and foreign governments and their military forces to acquire resources and capability;
- f. coordinating all strategic level program effort for operational logistics;
- g. coordinating the national defence effort at the Federal, State and Territory levels;
- h. determining the resources, capabilities and assets required, and developing logistics support concepts for their use;
- i. acquisition of materiel, facilities and services;
- j. estimating costs and funding operations, including international partnering arrangements;
- k. constraining the development of concepts of operations to what is possible;
- l. interdepartmental and international liaison; and
- m. demobilisation—the resource management to scale down to peacetime needs.

**1.20** ADHQ logistics staff review courses of action and associated plans prepared at the operational level to:

- a. provide an assessment of what is logistically possible from a national perspective,
- b. provide strategies to overcome difficulties, and
- c. identify any absolute limitations.

### **Operational logistics**

**1.21** War at the operational level is concerned with planning and conducting campaigns. A campaign is a controlled series of simultaneous or sequential operations conducted within a defined AO intended to produce the military results necessary to achieve military strategic objectives. A long-term view of logistics is vital at the operational level to ensure that sufficient logistics resources are delivered on time and at the right place to sustain a series of battles over an extended campaign. Stocks of materiel must be established to provide for the unexpected as well as to satisfy normal consumption rates.

**1.22** Operational logistics draws together assigned resources and coordinates the support needed for force deployment, sustainment and redeployment. The operational level is responsible for support from the Australian support area, along the LofC and up to major logistics units in the AO.

**1.23** Operational level logistics is focused toward:

- a. determining materiel support and stockholding requirements;
- b. establishing priorities;
- c. formulating logistics support plans;
- d. resupply and sustainment;
- e. personnel support, including evacuating, treating and hospitalising personnel;
- f. managing movement, particularly the reception and onward movement of force elements to the joint force AO; and
- g. managing assigned funds.

**1.24** Operational logistics is the bridge between the strategic and tactical levels of war. It looks back to the strategic HQ to ensure that support planning is being conducted and looks forward to the tactical HQ to ensure that those organisations fighting the battle have the necessary resources to carry out the commander's plan.

### **Tactical level logistics**

**1.25** The tactical level of war is concerned with planning and conducting battles. It is characterised by the application of concentrated force to gain tactical objectives. At the tactical level, logistics planning is tailored to the short-term needs of the force. The logistics focus is upon support arrangements necessary to achieve the immediate tactical mission. In the Australian context, 'battles' may be of low intensity and tactical logisticians must consider extended lead times to obtain items which are not available in the AO.

**1.26** The full range of logistics support is required at the tactical level, however logistics priorities are focused toward:

- a. arming the force with weapons and ammunition;
- b. fuelling the force to provide tactical mobility;
- c. maintaining equipment, including recovery, repair and replacement;
- d. providing personnel services, including meals and accommodation;
- e. providing tactical level facilities and utilities;



- f. management of health, casualties and evacuation; and
- g. moving units/force elements and distributing stocks within the AO.

### Sources of logistics support

1.27 Logistics support is derived from three main sources:

- a. **Military.** Military logistics organisations support combat and combat-related functions. Each Service maintains a logistics system which exists to support the individual Service and the other Services in those areas in which a Service has materiel support responsibility. Joint C2 arrangements, described in [chapter 2—'Command and control of logistics support to a joint force'](#), provide the framework within which the single-Service systems are coordinated as necessary to support joint operations.
- b. **Civil infrastructure.** This involves support from civil resources which will be required for most ADF operations. Relationships need to be built and processes put into place that will facilitate a quick response from the civil infrastructure, especially for the provision of logistics support for short-warning conflict. ADF access to the civil infrastructure is addressed in [chapter 7—'Provision of civil national logistics support'](#).
- c. **International.** Logistics support from outside Australia may be obtained from civil and military sources.
  - (1) **Military.** Australia has instruments in place with allied nations which permit the exchange of logistics support between respective military forces. These instruments range from treaty status reciprocal Cooperative Defence Logistics Support Agreements to memorandums of understanding and implementing arrangements for supply of certain commodities and services.
  - (2) **Civil.** Overseas support for the ADF ranges from formal contracts with original equipment manufacturers for replacement parts and repairs to a general reliance on imported items such as fuel and precision guided munitions.

## CHAPTER 2

# COMMAND AND CONTROL OF LOGISTICS SUPPORT TO A JOINT FORCE

**2.1** The comprehensive nature of logistics coordination required between maritime, land and air forces conducting joint operations is seldom recognised. These forces are designed to accomplish different but interdependent tasks. Logistics planners at the operational level must understand both the differences and similarities between the Services in order to effectively consider and plan the use of logistics support elements from all Services to meet an operational requirement. One benchmark of an effective joint logistics system is that single-Service commanders are comfortable with units of other Services providing them with support.

**2.2** The key to providing effective logistics support to joint operations lies in developing a joint logistics system that has common objectives and processes, fast and free exchange of information and organisations that are compatible and have confidence in each other. This should ensure that:

- a. logistics support is comprehensive,
- b. available resources are used efficiently, and
- c. duplication is avoided.

**2.3** Effective joint logistics requires unity of command in order to achieve unity of effort in accomplishing objectives. Accordingly, there are some fundamental command and control (C2) considerations which underpin joint logistics operations:

- a. control of some logistics units and transport agencies which reside within single-Service commands may be transferred to joint operational commands for specific operations or for a specified period;
- b. control of some single-Service logistics units may be temporarily transferred to another Service to facilitate support for a joint operation;
- c. joint force support units may be formed by amalgamating single-Service units; and
- d. additional joint logistics agencies may be created when required.

### Strategic level command and control

**2.4** Strategic level C2 is exercised by Australian Defence Headquarters (ADHQ). ADHQ is a joint and integrated organisation consisting of an Executive supported by six divisions:

- a. Strategic Command Division (SC Div);
- b. National Support Division (NS Div);
- c. Strategic Policy and Plans Division;
- d. Capability Development Division;
- e. International Policy Division; and
- f. Capability Program and Resources Planning Division.

**2.5** The position of ADHQ within the Australian Defence organisation is depicted in [annex A](#). While all areas within ADHQ can impact on joint logistics support, the Service chiefs, Strategic Command Division and National Support Division have significant involvement.

**2.6** **Service chiefs.** The single-Service chiefs respond to Chief of the Defence Force (CDF) warning/planning/alert/execute orders by issuing their own directives to their commanders to ensure that:

- a. where appropriate, single-Service mobilisation plans are raised based on ongoing preparedness analyses;

- b. single-Service logistics support is provided to satisfy the joint commander's plans at all levels; and
- c. responsibilities of single-Service logistics/support commanders within and outside the joint force area of operations (JFAO) are specified.

**2.7 SC Div.** SC Div is responsible for developing strategic level concepts for the conduct of operations including the logistics concept, which is developed by SC Div logistics staff and reflected in the CDF warning/planning/alert/execute orders.

**2.8 NS Div.** NS Div consists of two branches:

- a. **Support Concepts and Capabilities Branch.** Support Concepts and Capabilities Branch develops concepts and plans to influence the development of, and facilitate Australian Defence Force (ADF) access to, the national support base, including sponsorship of support capability proposals in the defence capability development process.
- b. **Support Infrastructure and Arrangements Branch.** Support Infrastructure and Arrangements Branch develops strategies to facilitate greater engagement by industry in non-core aspects of force generation, mobilisation and sustainment; and promote arrangements with friends and allies which enhance Australian military capabilities.

### Other strategic elements

**2.9** The Defence Industry Advisory Council comprises representatives of Defence, commercial and industrial interests, to advise the Minister for Defence on national strategic issues affecting industry's capability to support the defence effort.

**2.10** The National Fuels Emergency Organisation comprises staff from the Department of Primary Industries and Energy to manage the national fuel supply operation.

**2.11 Corporate support.** The Defence Corporate Support (DCS) organisation was established on 1 Jul 97 and assumed responsibility for many of the personnel management and garrison support tasks previously undertaken by the single Services. DCS has a charter to streamline its business processes by the year 2000; any remaining activities will then transfer to the Defence Personnel Executive or Support Command Australia and DCS will cease to exist. The DCS role spans the strategic and operational levels and logistics planners need to keep abreast of the changes within DCS to ensure crucial support is not eliminated during the streamlining process.

### Operational level command and control

**2.12** Subordinate to the CDF and at the theatre (operational) level are:

- a. Headquarters Australian Theatre (HQAST) responsible for the conduct of operations; and
- b. Headquarters Support Command Australia (HQSCA) responsible for materiel support to the ADF. (Note: Some materiel support functions (ie maintenance, distribution, etc) will be performed by HQAST units, particularly in the area of operations.)

The organisational structures for AST and SCA are depicted in [annex B](#) and [annex C](#) respectively.

**2.13** The interdependent nature of many logistics activities requires a close and proactive relationship between HQAST and HQSCA. Commander Australia Theatre (COMAST) determines the logistics assets required to support operations and provides broad priorities for logistics support. Coordination of the support provided by SCA, including its single-Service components, is the role of the HQSCA J3/5.

**2.14** Within HQAST, coordination of all logistics assets/units involved in a joint operation/exercise is undertaken by the Chief Staff Officer Administration (J1/4) using the Theatre Administrative Planning Group as necessary. The theatre Joint Movement Group is responsible for coordination of manpower and materiel movement within the Australian Support Area, along the lines of communication (LoC), within the JFAO and between JFAOs.

**2.15 Theatre logistics coordination.** To ensure logistics support within the theatre is coordinated, J1/4 HQAST would normally:

- a. produce the theatre logistics concept and attendant plans/instructions, based on CDF's warning/planning/alert/execute orders and COMAST's concept of operations;
- b. assign priorities in accordance with COMAST requirements;
- c. liaise with SCA and other agencies to resolve logistics challenges within the Australian Support Area and along the LofC; and
- d. ensure that logistics support remains responsive to and meets COMAST requirements.

**2.16** Systems set up to provide logistics support to a joint force must be able to respond to the priorities of the Joint Force Commander (JFC). COMAST will forecast the logistics support necessary to execute the concept of operations and will allocate priorities for obtaining and employing resources. In many cases single-Service support will be the most appropriate method of providing logistics support to elements of the joint force (JF). However, in some cases the most effective method of providing appropriate support might be to amalgamate single-Service capabilities into a Joint Force Support unit. C2I arrangements for Joint Force Support units should be specified by COMAST.

#### **Tactical level command and control**

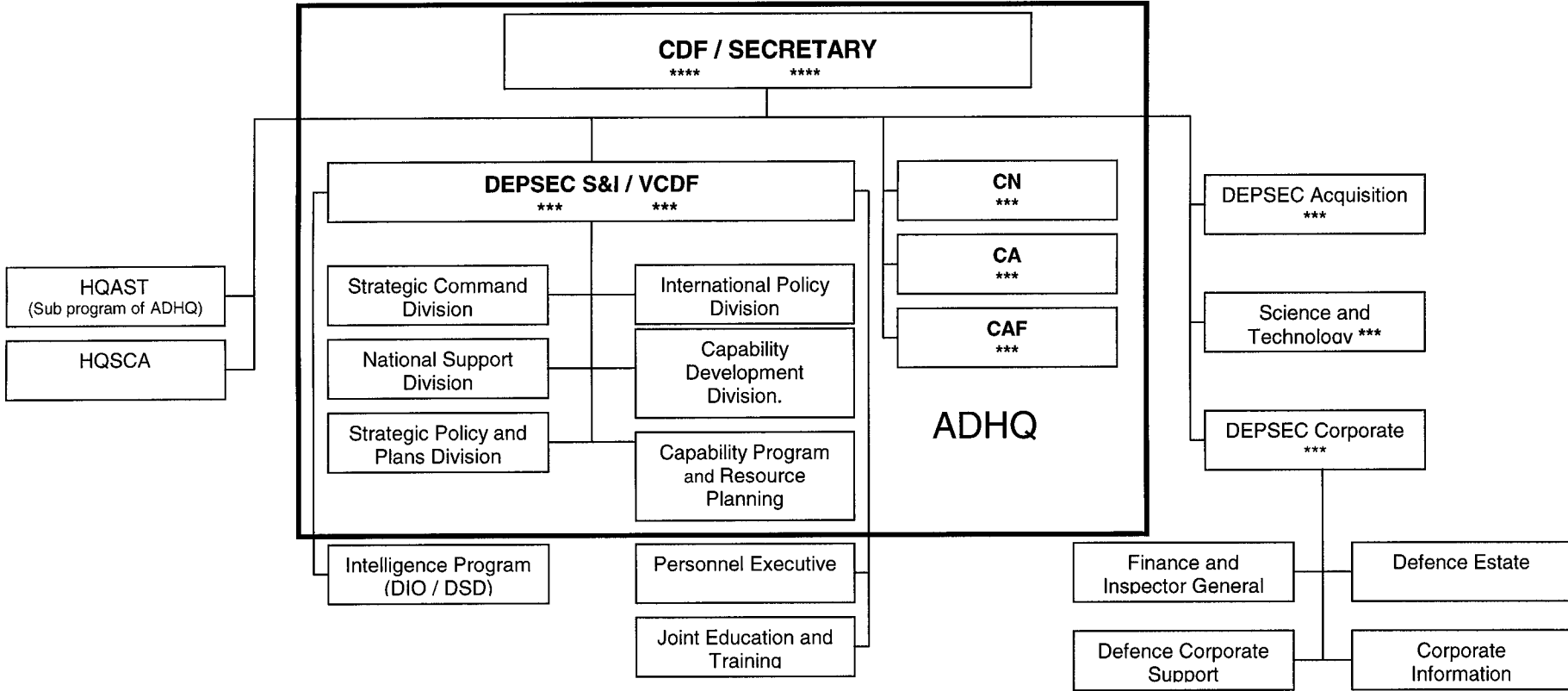
**2.17** Force element groups operating within a JFAO at the tactical level normally have organic support and may be provided with further logistics support by logistics units within their formation. Provision of support from the operational level will depend on many variables such as the infrastructure available within the JFAO and the intensity and duration of operations. Due to the organic nature of logistics support at the tactical level, command of logistics at this level will normally rest with the commander of the operational formation.

**2.18** Single-Service logistics units within a JFAO may be assigned in support of the JFC. These units may be required to provide support to any unit of the JF as well as any specialist support required by their own Service.

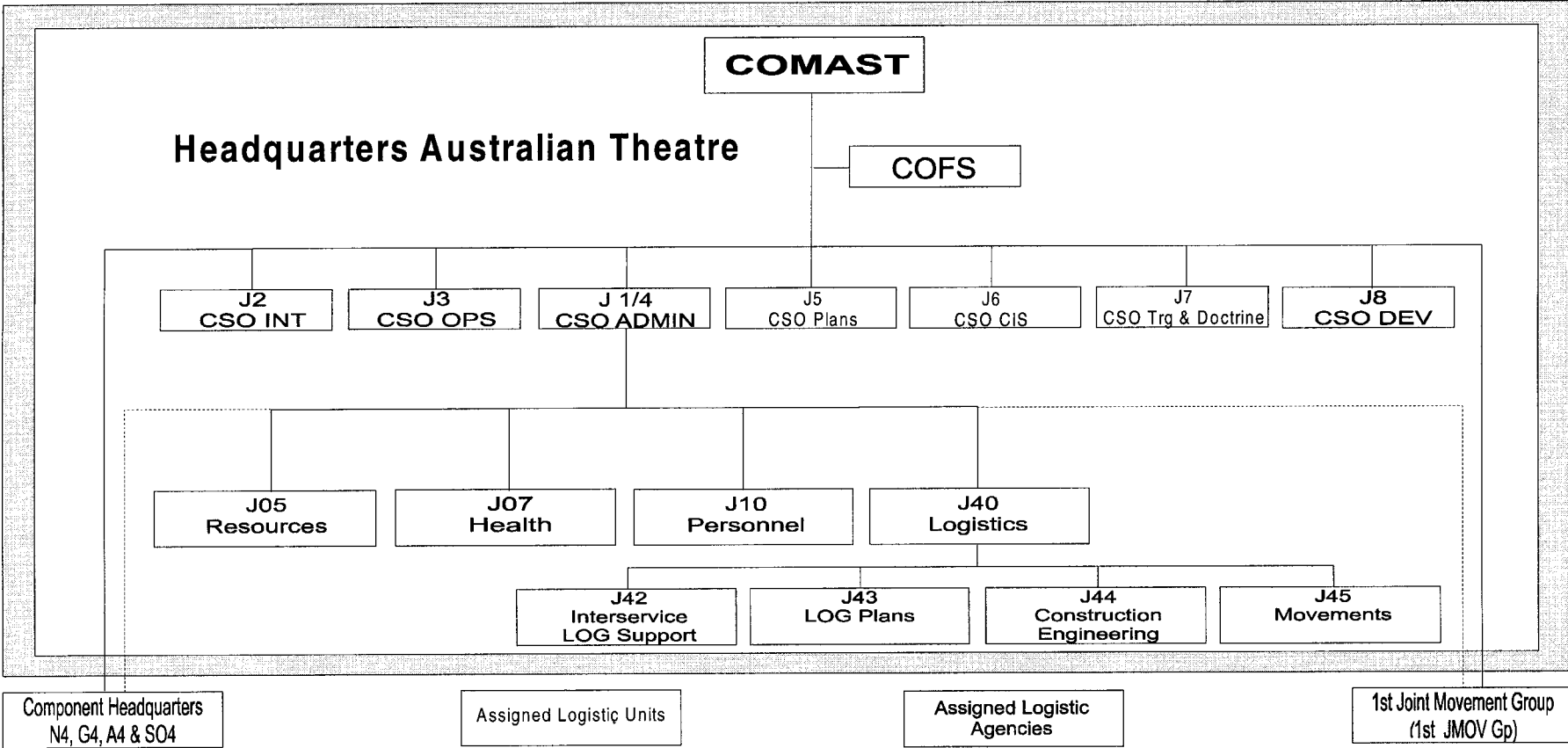
#### **Annexes:**

- A. [Australian Higher Defence Organisation](#)
- B. [Australian Theatre—Logistics elements](#)
- C. [Support Command Australia](#)

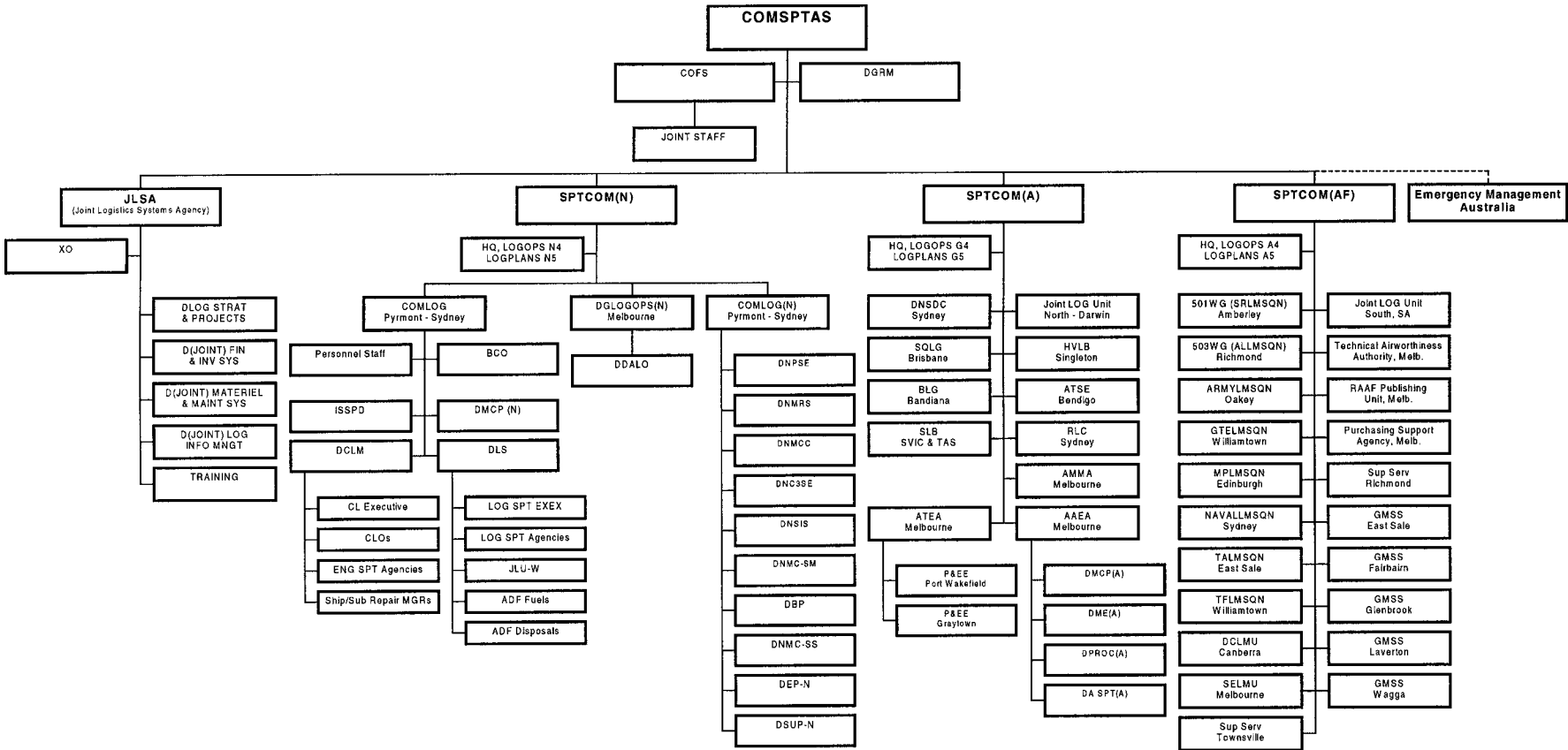
AUSTRALIAN HIGHER DEFENCE ORGANISATION



**AUSTRALIAN THEATRE—LOGISTICS ELEMENTS**



SUPPORT COMMAND AUSTRALIA



## CHAPTER 3

# JOINT LOGISTICS PLANNING

### Introduction

**3.1** Joint logistics planning is the process used to coordinate support to two or more Services involved in operations or exercises together. Logistic services common to more than one Service should be provided by the Service which can best supply the required support. Australian Defence Force Publication (ADFP) 9—*Joint Planning* explains the principles and the processes for planning joint and combined operations at the strategic and operational levels. The national support base (civil and military) will be required to support most operations/exercises and therefore their representatives will need to be involved in the planning process.

**3.2** Joint logistics planning is undertaken as a part of the processes described in ADFP 9 and needs to be conducted in parallel with operational planning rather than in sequence, if the operational timelines are to be met. Close liaison and coordination between the operational and logistic planning staff is required to ensure the resulting concept of operations is sustainable.

**3.3** Acquiring logistic and movement information is an ongoing process. As soon as warning of a possible crisis becomes evident the process should focus on that scenario and rise in tempo. Accrual of information ensures that as options are being developed at the strategic level they are subject to valid testing for achievability against the current resource base. Planning activities should begin when the first indications of a problem are identified and continue through to the achievement of the national and military end-states and redeployment of the joint or combined force. At the strategic level these activities concentrate on consideration of what is possible and the identification of absolute limitations. The planning process is a map that guides these activities to the expected outcomes.

**3.4** An outline of the activities that might be undertaken by personnel and logistics staffs during the strategic planning process and the conduct of the joint military appreciation process (JMAP) at the operational level, is described in [annex A](#) to this chapter.

### Logistics intelligence

**3.5** Logistics intelligence is the process of gathering data related to a particular area of operations (AO), analysing the impact on personnel and logistics operations and integrating them into planning at all levels so that administrative actions are synchronised with manoeuvre. It is a conscious effort to identify and assess those factors which facilitate, inhibit or deny support to combat forces.

**3.6** Data gathered early in the planning process ensures adequate information is available to complete estimates and staff checks and develop a feasible concept of support. A well-developed and practised logistics planning process will ensure that intelligence staff know what information and data is required by administrative planners to develop a concept of support.

**3.7** The gathering of logistics intelligence should be conducted in parallel with that of operational intelligence and be given equal priority in the allocation of resources.

## STRATEGIC LEVEL

### Strategic level planning

**3.8** At the strategic level, responsibility for planning the provision of logistics support to Australian Defence Force operations rests with Strategic Command Division (SC Div) logistics staff who are represented on all operational planning groups including the Strategic Watch Group and Strategic Planning Group.

**3.9** SC Div is the conduit for all portfolio level resource information and its integration. It is through the Strategic Logistics Planning Group (SLPG) effort that Head SC Div gathers logistics information from the Defence Organisation which may impact on strategic objectives effecting the conduct of operations.



**3.10** The SLPG has prime carriage of this process and coordinates strategic level effort to meet operational needs. The aims of the SLPG are:

- a. to develop a broad picture of what is possible logistically against the strategic military estimate;
- b. to identify solutions to immediate problems;
- c. to identify significant limitations;
- d. to facilitate the acquisition of associated funds and identify cost capture regimes; and
- e. to use the information above to formulate the logistics content of Cabinet submissions, Ministerial submissions and Chief of the Defence Force (CDF) warning/alert/execution orders.

**3.11** The membership of, and expected outcomes from the SLPG, are described in [annex B](#) to this chapter.

### **Strategic level logistics planning considerations**

**3.12** There are many factors to be considered when planning logistics support, but their application varies according to the nature of the operation. Factors that might be considered appear in [annex C](#). Some of these factors should also be considered at the operational level of planning in an effort to address related and supporting concepts.

**3.13** Sources of information to assist strategic level planning include:

- a. military strategic planning guidance and military strategic estimates;
- b. ADFPs;
- c. national and international agreements;
- d. federal legislation;
- e. resource availability (government guidance/direction);
- f. ANZUS Planning Manual;
- g. Defence Intelligence Organisation intelligence reports;
- h. reconnaissance reports;
- i. United Nations (UN) Guidelines for Troop Contributing Nations;
- j. UN concepts for logistics support; and
- k. copies of UN contracts with civil logistics agencies.

## **OPERATIONAL LEVEL**

**3.14** CDF will issue a warning order to Commander Australia Theatre (COMAST) to develop a concept of operations for consideration by CDF/Strategic Command Group. Guidance on the end-state, mission, likely tasks, and resources to be allocated will be provided. Logistics planning considerations must be included from the beginning of the operational planning process.

## Theatre Administrative Planning Group

**3.15** Planning to develop COMAST's concept of operations rests with the Theatre Planning Group (TPG). The Theatre Administrative Planning Group (TAPG) provides personnel, resource and logistics (including movements and health) input to the joint operational plan and develops the logistics content of the operation order and/or a joint administrative instruction. The TAPG meets in conjunction with the Theatre Planning Group and is chaired by COMAST's J1/4. Membership includes COMAST operations and health staff, logistics staff from the component headquarters (HQ), Support Command Australia, Joint Movement Group, Australian Defence Headquarters (ADHQ), and industry representatives. TAPG meetings may be conducted by tele or video conferencing if appropriate.

**3.16** The first step in the administrative planning process is for the administrative staff to input to the JMAP and/or conduct an administrative appreciation. Details on the format and conduct of the JMAP can be found in ADFP 9<sup>1</sup>. An example of an operational level administrative appreciation is shown in [annex D](#).

**3.17** Development of the detailed plan and support plans may be undertaken by Headquarters Australian Theatre or other HQ directed to plan and conduct the operation. Once the TAPG has agreed the administrative concept, subordinate units commence detailed planning and produce their supporting plans. During this period there must be interaction between superior and subordinate HQ in order to undertake the necessary planning concurrently. In the event that time limitations prevent the full planning process from being completed, logistics staff should consider promulgating a warning order to subordinate commands as a means of initiating action quickly.

**3.18** Broad support arrangements are included in the logistics paragraphs of the commander's operation instruction while detailed arrangements are normally contained in a separate administrative instruction. These instructions and plans may be further refined during the course of the operation as more detailed information becomes available.

**3.19** Logistics planning cannot be conducted in isolation and advice and input to the planning process may be required from other Services, ADHQ, superior and subordinate HQ, other government departments, civil agencies and perhaps allied nations. Liaison with government departments will normally occur at the equivalent staff level. Any need to liaise with higher levels will require ADHQ approval.

**3.20** An example of an administrative instruction is shown in [annex E](#).

**3.21** Before logistics planning can be completed at the operational level, the following information is required:

- a. strategic level logistics guidance;
- b. COMAST concept of operations;
- c. force order of battle;
- d. anticipated activity levels and usage rates;
- e. policy on reserve equipment, stocks and personnel;
- f. evacuation policy for casualties;
- g. anticipated duration of the operation;
- h. operation/phase timings;
- i. any limitations on resources, including the need to make provision for the support of other plans and operations and their relative priority;
- j. details of the infrastructure in the AO and arrangements for coordinating civil and military effort at the political and national levels;

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<sup>1</sup> A useful reference to logistics aspects of the JMAP is the Australian Army Training Information Bulletin No 74A. Be aware that the document is concerned mainly with land operations.

- k. the arrangements for provision of property, facilities or services;
- l. the arrangements for provision of supplies and services to or by the other Services or other national forces/international organisations; and
- m. risk assessments for the lines of communication and logistics installations.

### **Deployment of a joint force**

**3.22** Logistics elements of a joint force (JF) would normally be the first units deployed to the joint force area of operations (JFAO) to prepare the area for follow-on combat elements. Any enemy threat that may be present during the deployment will require combat elements, together with their organic logistics support, to be deployed first to establish a secure base for the logistics build-up necessary to support projected operations.

**3.23** A JF may be deployed into a JFAO where a logistics infrastructure does not exist. In these circumstances it will be necessary to distribute all logistics support for the force and develop a support infrastructure. Consequently, substantial increases in the resources initially deployed with the force will be necessary to develop this infrastructure and provide timely support to the operation.

## **TACTICAL LEVEL**

### **Tactical level planning**

**3.24** Individual formations and units will usually develop their own plans based on the initial assessment of requirements from the warning order or operation order. Where it is apparent that support may be better provided by another Service then this should be considered in the initial planning phase and requested through the Joint Force Headquarters (JFHQ) to COMAST. A JF logistics branch may be established within the JFHQ to accommodate this requirement and to conduct logistics planning and coordination for the entire JF. Make up of the cell will be dependent on the complexity of the joint operation being undertaken.

## **GENERAL**

### **Classes of supply**

**3.25** For joint logistics planning purposes, supplies are divided into a number of classes and are defined in [annex F](#).

### **Force activity and urgency of need designators**

**3.26** During the planning phase of an operation, consideration should be given to reviewing the priority designator of specific units or formations. The Australian Materiel Issue and Movement Priority System provides the means of expressing the relative importance of demands for, and movement of, materiel. Force activity and urgency of need designators are combined to produce a priority designator.

**3.27** Defence Instruction (General) LOG 07–2—*Australian Standard Materiel Issue and Movement Priority System (AUSMIMPS)*, explains the use of the system.

### **Logistics communications**

**3.28** Efficient communications between the JFAO and the support area is vital for effective control and coordination of logistics support. Logistics bases and units within the support area are provided with communications through civilian and military fixed/mobile networks. Logistics HQ and units within the JFAO are served by the communications network provided for the operation. Dedicated logistics communications should be provided where traffic volumes, speed of service or special requirements, such as data services, indicate that provision is warranted.

**3.29** Operational deployments may occur in areas with few or no civil communications facilities. Whilst an austere scale of communications can be accepted at the beginning of an operation, communications networks will need to be expanded and consolidated as the force becomes established and resources become available. Maximum use should be made of existing civilian communications facilities which will be integrated with military systems as the total communications system is developed.

**3.30** The absence of a sophisticated, dedicated and reliable communications system is likely to result in rapid degradation of logistic support to the operation.

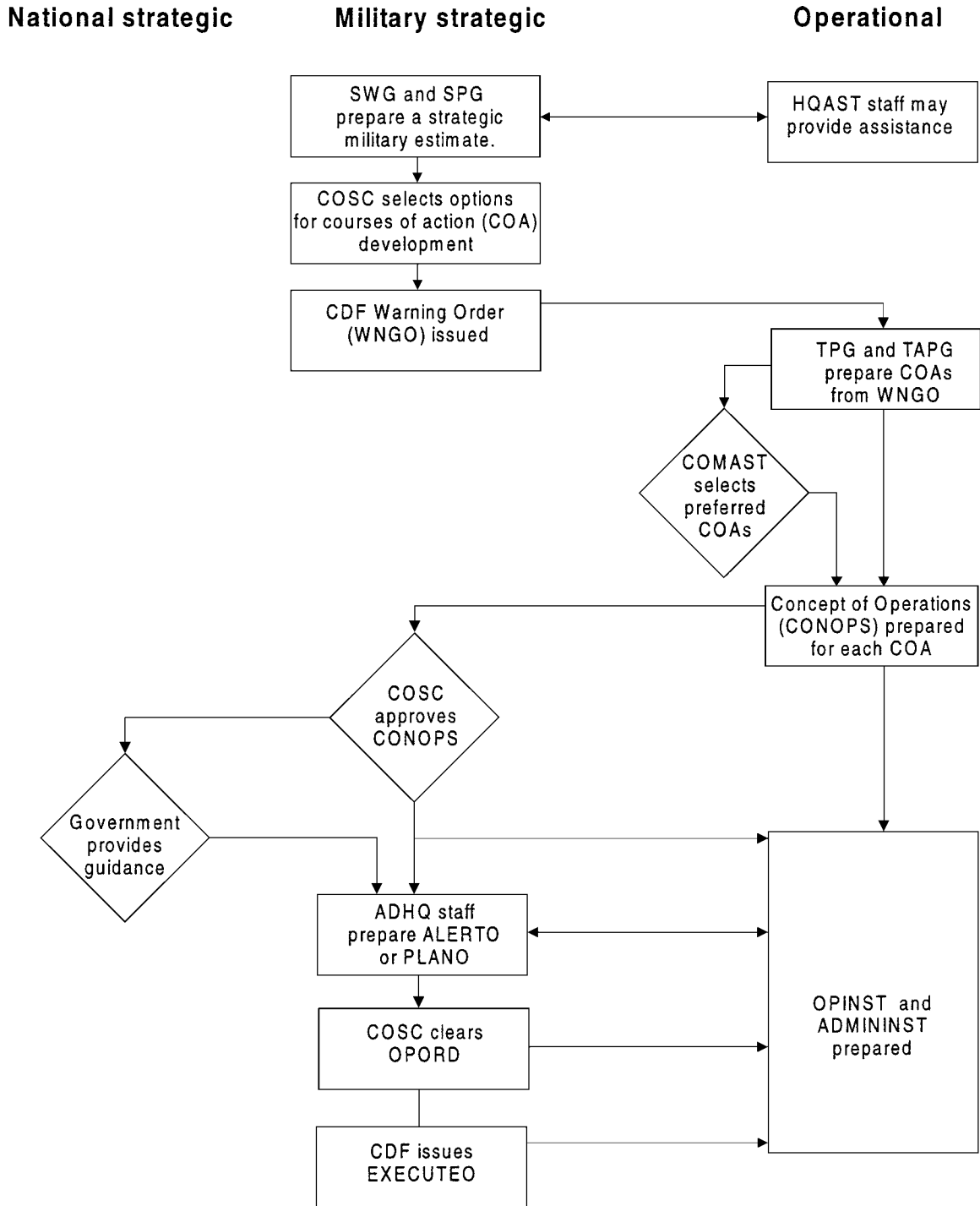
**Annexes:**

- A. [Immediate planning process \(logistics\)](#)
- B. [Strategic Logistics Planning Group membership, roles and products](#)
- C. [Strategic level logistics planning considerations for joint, combined and United Nations operations](#)
- D. [Example of an administrative appreciation](#)
- E. [Example of an administrative instruction](#)
- F. [Classes of supply](#)

Serial (a)	Stage (b)	Strategic level logistics activity (c)	Operational level logistics activity (d)
<b>Stage 1—situation development</b>			
1.	Event.		
2.	Strategic Watch Group (SWG)/Strategic Command Group provides an assessment to Chief of the Defence Force (CDF) as to whether the event has national implications for possible Australian Defence Force involvement.	Strategic Command Division (SC Div) logistics staff provide input to SWG considerations.	Headquarters Australian Theatre (HQAST) representative to the SWG may provide initial logistics planning guidance to HQAST administrative staff.
3.	The SWG and Strategic Planning Group conducts a military strategic estimate (MSE).	SC Div logistics staff and/or Strategic Logistics Planning Group conducts appreciation and provides personnel and logistics input to the MSE.	Initial operational level planning begins—based on strategic military guidance, recent MSE and guidance from SC Div logistics staff.
		SC Div logistics staff develop administrative sections of the WNGO.	HQAST logistics staff may be requested to provide assistance, eg JMOV Gp flyaway team.
<b>Stage 2—planning development</b>			
4.	CDF Warning Order (WNGO) released to operational level.	SC Div logistics staff prepare as much planning information as possible for HQAST J1/4.	HQAST administrative staff input to Joint Military Appreciation Process and develop a concept of support for inclusion in the concept of operations.
		SC Div logistics staff consider, concept of support and advises CDF regarding endorsement.	Administrative WNGO may be issued.
5.	Concept of operations endorsed.	SC Div logistics staff provide administrative input to:	
		a. Alert Order (ALERTO), and	
		b. Cabinet Submission.	

Serial (a)	Stage (b)	Strategic level logistics activity (c)	Operational level logistics activity (d)
6.	ALERTO issued.	<p>SC Div logistics staff conducts national infrastructure support and international support staff checks.</p> <p>SC Div logistics staff develop administrative content of Execute Order.</p>	Theatre Administrative Planning Group develops administrative content of operations order and/or administrative instruction.
<b>Stage 3—execution</b>			
7.	Execute Order issued.	<p>Monitor personnel and logistics operations.</p> <p>Maintain administrative situation reports and briefings.</p>	<p>Coordinate joint administrative operations.</p> <p>Provide administrative content of situation reports to Australian Defence Headquarters.</p>
<b>Stage 4—evaluation</b>			
8.	Post operational reports called for.	Prepare strategic administrative content of post operational reports.	Prepare operational content of post-operational reports.
9.	Review military strategy, capability development and preparedness requirements and other planning guidance.		
<b>Appendix:</b>			
1.	<a href="#">Sequence of orders/instructions</a>		

### SEQUENCE OF ORDERS/INSTRUCTIONS



## STRATEGIC LOGISTICS PLANNING GROUP MEMBERSHIP, ROLES AND PRODUCTS

1. Membership of the Strategic Logistics Planning Group (SLPG) is deliberately flexible and is dictated by the requirements of the emerging situation. The SLPG could comprise representatives from the following organisations:

a. **Core group:**

- (1) National Support Division staff;
- (2) Strategic Command Division staff;
- (3) Strategic Plans and Policy Division staff;
- (4) Capability Program and Resource Planning Division staff;
- (5) Directorate of Strategic Health Plans and Intelligence from the Defence Health Service Branch;
- (6) Corporate Support staff;
- (7) Headquarters Support Command Australia representative;
- (8) Headquarters Australian Theatre J1/4 representative; and
- (9) Theatre Joint Movement Group representative.

b. **When necessary:**

- (1) National airlines;
- (2) Australian Quarantine and Inspection Service;
- (3) Australian Customs Service;
- (4) Department of Immigration and Multicultural Affairs;
- (5) Department of Health and Family Services;
- (6) Department of the Environment, Sport and Territories; and
- (7) Emergency Management Australia.

c. **Where necessary for additional manpower aspects of mobilisation:**

- (1) Environmental Headquarters' representatives responsible for preparedness and workforce,
- (2) Recruiting and Service Personnel Policy Branches of the Defence Personnel Executive, and
- (3) Assistant Chief of the Defence Force—Reserves.

2. The roles of the SLPG are to:

- a. identify the boundaries and associated issues for strategic level logistics planning, including mobilisation triggers and guidance;
- b. where necessary assign and coordinate portfolio logistics capability and associated resource analyses, including shortfalls, of the force in being against the operational concept;
- c. test the operational concept for achievability against the current resource base;
- d. where necessary cause the subsequent expansion of this resource base to meet shortfalls identified by the portfolios;



- e. develop a picture of what is possible logistically, identify solutions to problems where possible and to identify major logistics limitations to allow Chief of the Defence Force (CDF) to decide operational priorities and final options;
  - f. develop and test the primary elements of the strategic logistics concept for compatibility—materiel, manpower, personnel, health, movement, maintenance, engineering and finance;
  - g. where necessary, initiate the identification and acquisition of resources, both capital and replenishment, needed for accelerated acquisition or lease, by strategic level authorities;
  - h. initiate the application of any agreement with national and international organisations (including the United Nations) for the provision of support;
  - i. coordinate all strategic level portfolio logistics input in support of the concept of operations; and
  - j. provide corporate guidance for the release of single-Service directives.
- 3.** In pursuing its roles, the SLPG might generate a number of products, including:
- a. the logistics content of CDF Warning, Alert or Execute Orders, and where appropriate, specific content for Cabinet Submissions or CDF directives;
  - b. if required, execution orders for mobilisation, demobilisation and wider coordination of Australian national defence effort;
  - c. Australian Defence Force Resource Preparedness Statement;
  - d. assessment of a potential adversary's logistics strengths and weaknesses (with Defence Intelligence Organisation assistance);
  - e. as required, bilateral Participation Agreements; and
  - f. cost estimates for Cabinet Submissions seeking financial supplementation.

## STRATEGIC LEVEL LOGISTICS PLANNING CONSIDERATIONS FOR JOINT, COMBINED AND UNITED NATIONS OPERATIONS

1. While specific application varies according to the nature of the operation, the following factors are considered at the strategic level when planning logistics support:
  - a. national political direction and limitations/international limitations—political and legal (Foreign Arms Export Control Act, etc);
  - b. Chief of the Defence Force (CDF) endorsed options and politically approved concept of operations-mission, location, force structure, size, force tasks, phases, duration, end-state, etc;
  - c. legal status of lodgment supplements as part of the force structure;
  - d. equipment and personnel rotation policies, attrition rates, casualty rates, etc;
  - e. resource issues of force readiness and sustainment (defence preparedness and resource management data)—capability of current Australian Defence Force (ADF) materiel and manpower resource base, accelerated capital acquisitions and leases, the need for industrial and ADF surge;
  - f. agreements/memoranda of understanding with the Australian national infrastructure;
  - g. priorities for liquid fuels management under Defence Instruction (General) (DI(G)) LOG 07–3—*Management of Fuel During Periods of Shortage or Supply Division*;
  - h. benefits/limitations of Federal legislation—Australian Constitution Act, Defence Act, Liquid Fuels Emergency Act, Airlines Agreement Act, Naval Defence Act, Customs Act etc;
  - i. Host Nation Support Agreements, mutual Cooperative Defence Logistics Support Agreements/Memorandums of Understanding, and separate Military/Military Fuel and Cooperative Air Agreements, funding limits of agreements, and Defence articles excluded from agreements;
  - j. in the absence of these, the extent of local and United Nations (UN) mission support available in the area of operations (AO);
  - k. how to increase Australia's priority within foreign supply and foreign military sales systems;
  - l. ability of Australia/UN and foreign contractors to support the operation;
  - m. activation of and lengths of lines of communication—resupply policy, and as appropriate, international or Commander Australia Theatre advice on likely points of entry, and forward mounting and support bases;
  - n. the location of AS, allied or UN major supply operations in and out of the AO;
  - o. policy on the use of UN Letters of Assist and AS Immediate Operational Requests;
  - p. the need to activate and fund ashore/afloat prepositioning of materiel;
  - q. availability of strategic movement assets (ADF, foreign military, commercial) for prepositioning materiel, force deployment, sustainment, rotation and redeployment—maximum use of commercial transport/minimum use of ADF assets;
  - r. identification and funding of commercial ships for conversion to fill gaps in the ADF capability;
  - s. guidance on initial self-sufficiency based on timings of provision of cooperative support—UN, international;
  - t. single-Service responsibilities;

- u. CDF authorisation of FAD I for mounting, deploying and sustaining an operation;
- v. threat assessments, declaration of service, declaration of the AO and associated service conditions, including declaration of start date to provide cover for reconnaissance team eligibility;
- w. legal status of forces based on bilateral and multilateral participation agreements—exchange of diplomatic notes on interpretation of draft participation agreements;
- x. status of forces agreement provisions—freedom from national fees and taxes, customs, immigration, hiring of labour, freedom of movement, use of roads/waterways/ports/airfields, access to public utilities, settlement of claims etc;
- y. tailoring health services and strategic aeromedical evacuation;
- z. logistics support for national, foreign national and ADF personnel evacuation plans;
- aa. costing policies, estimates of costs and reimbursements and the source of funding, funds reserve, cabinet submissions;
- ab. financial liabilities, limitations and management;
- ac. recovery of munitions and historical articles from an operation (DI(G) OPS 32-1—*Recovery to Australia of Munitions Captured or Acquired in Operational Service-Safety Aspects*);
- ad. the impact of customs and quarantine upon deployment and redeployment;
- ae. employment of reserves and callout;
- af. employment of civilians in the Joint Force Area of Operations (JFAO);
- ag. the extent of mobilisation needed—defence versus national;
- ah. mobilisation triggers;
- ai. mobilisation and demobilisation issues and sequencing; and
- aj. application of operations security policies.

2. Strategic and operational level interest in the same factor does not represent duplication but simply a shared interest for related but separate responsibilities.

**EXAMPLE OF AN ADMINISTRATIVE APPRECIATION****AN ADMINISTRATIVE APPRECIATION ON ...**

For: Formation/unit:

By:

Location:

At: xxxx hours KILO

On: DD MMM YY

- References:**
- A. Chart ... (No, title and, if required, date of ed, etc)
  - B. Map ... (map series, sheet No, ed and scale)
  - C. Intelligence Summary/Country Brief
  - D. ... OPORD/OPINST of/dated ...

Time Zone used throughout the appreciation: KILO

**MISSION ANALYSIS**

1. **Mission statement.** ... is to ... in order to ...
2. **Mission analysis:**
  - a. What is the intent of my commander and what is my role in the overall plan?
  - b. What am I required to do? What tasks do I have to complete in order to achieve my commander's mission?
    - (1) Stated tasks.
    - (2) Implied tasks.
  - c. What freedom of action do I have and are there any constraints?
    - (1) **Constraints:**
      - (a) Time—from by, until ...
      - (b) Resources—aircraft, ships, troops, transport, stocks, routes.
      - (c) Locations or boundaries.
    - (2) **Freedoms.**
  - d. Has the situation changed and what tasks would I have been given if my commander had been aware of the changed situation?
  - e. **Deductions:**
    - (1) Timings.
    - (2) Task organisation.
    - (3) Phasing.
    - (4) Questions/tasks for the staff:
      - (a)
      - (b)

- (5) Questions to be answered in appreciation:
- (a)
  - (b)

## MISSION

3. To administratively support ... (formation/unit and name or type of operation) ... in order to ...

## FACTORS

### Enemy

4. **Facts:**

- a. Present disposition of major elements.
- b. Intentions.
- c. Major capabilities.
- d. Other capabilities.
- e. Tactics.
- f. ORBAT.

5. **Deductions:**

- a. Own force structure.
- b. Lodgment sequence.
- c. Build-up.
- d. **Security of:**
  - (1) Terminals.
  - (2) Installations.
  - (3) Routes.
- e. **Damage control.**
- f. **Stocks:**
  - (1) Locations.
  - (2) Reserves.

6. **Language:**

- a. **Facts.**
- b. **Deductions:**
  - (1) Interpreters:
    - (a) Availability.
    - (b) Recruiting.
    - (c) Training.

(d) Reliability.

(e) Security.

**7. Civil population:**

**a. Facts:**

- (1) Attitude.
- (2) Language.
- (3) Technical sophistication.

**b. Deductions:**

- (1) Military/civil relationship.
- (2) Visiting Forces Act.
- (3) Out-of-bounds area.
- (4) Rear area security.
- (5) Labour.
- (6) Local resources.
- (7) Fraternalisation.

**8. Conclusions from enemy.**

**Own forces**

**9. Combat force:**

**a. Facts:**

- (1) ORBAT.
- (2) Deployment/present disposition of major elements.
- (3) Equipment.
- (4) Concept of operations/own courses of action.

**b. Deductions:**

- (1) Maintenance figures.
- (2) Scaling.
- (3) Dependencies.
- (4) Locations.
- (5) Administrative areas.
- (6) Reserves.

**10. Force boundaries:**

- a. **Facts.**
- b. **Deductions:**
  - (1) Points of entry.
  - (2) Transport modes.
  - (3) Proposed logistics installations.

**11. Forecasts:**

- a. **Duration of operations:**
  - (1) **Facts.**
  - (2) **Deductions:**
    - (a) Standards of work and accommodation.
    - (b) Engineer works.
    - (c) Development of infrastructure.
- b. **Personnel casualties:**
  - (1) **Facts.**
  - (2) **Deductions:**
    - (a) Hospitals:
      - (i) number,
      - (ii) when, and
      - (iii) where.
    - (b) Evacuation plan.
    - (c) Reinforcements.
- c. **Vehicle running:**
  - (1) **Facts.**
  - (2) **Deductions:**
    - (a) Fuel.
    - (b) Maintenance.
- d. **Activity rates:**
  - (1) **Facts.**
  - (2) **Deductions:**
    - (a) Changes in demand.
    - (b) Peak demand.

e. **Vehicle and equipment casualties:**

- (1) **Facts.**
- (2) **Deductions:**
  - (a) Workshops:
    - (i) number,
    - (ii) when, and
    - (iii) where.
  - (b) Repair pools.
  - (c) Operating and reserve stocks.

**12. Units/personnel:**

- a. **Facts.**
- b. **Deductions:**
  - (1) Availability.
  - (2) Raising/recruiting.
  - (3) Training.
  - (4) Equipping.

**13. Equipment:**

- a. **Facts.**
- b. **Deductions:**
  - (1) Availability.
  - (2) Acquisition.
  - (3) Maintenance.
  - (4) Spares scaling.

**14. Health:**

- a. **Facts.**
- b. **Deductions:**
  - (1) Endemic diseases.
  - (2) Prophylactic measures.
  - (3) Training.
  - (4) Acclimatisation.
  - (5) Nuclear, Biological and Chemical considerations.



**15. Labour:****a. Facts.****b. Deductions:**

- (1) Requirements.
- (2) Availability.
- (3) Local:
  - (a) language,
  - (b) conditions of service, and
  - (c) security.

**16. Resupply:****a. Facts:**

- (1) Frequency.
- (2) Method.

**b. Deductions:**

- (1) Terminals.
- (2) Labour.
- (3) Movement agencies.
- (4) Stockholdings.

**17. Finance:****a. Facts.****b. Deductions:**

- (1) Delegations.
- (2) Audit.
- (3) Currency:
  - (a) availability,
  - (b) provision, and
  - (c) security.

**18. Rest and recreation:****a. Facts.****b. Deductions:**

- (1) Leave policy.
- (2) Effects on transport.
- (3) In-theatre facilities.

- 19. Dead:**
- a. **Facts.**
  - b. **Deductions:**
    - (1) Policy.
    - (2) Graves registrations.
- 20. Conclusions from own forces.**

## **GROUND/CHARACTERISTICS OF AREA OF OPERATION**

- 21. Terrain—General** (terrain type, altitude, fire hazard, etc):
- a. **Facts.**
  - b. **Deductions.**
- 22. Routes** (all modes):
- a. **Facts.**
  - b. **Deductions:**
    - (1) Turnaround time.
    - (2) Capacity.
    - (3) Restrictions.
    - (4) Maintenance.
    - (5) Extension.
    - (6) Expansion.
    - (7) Security/protection.
    - (8) Vehicles.
    - (9) Availability.
- 23. Terminals** (all modes):
- a. **Facts.**
  - b. **Deductions:**
    - (1) Capacity.
    - (2) Labour.
    - (3) Equipment.
    - (4) Maintenance.
    - (5) Expansion.
    - (6) Security/protection.

**24. Accommodation:****a. Facts:**

- (1) Required.
- (2) Available.

**b. Deductions:**

- (1) Stores.
- (2) Personnel.
- (3) Hospitals.
- (4) Workshops.

**25. Main obstacles:****a. Facts.****b. Deductions.****26. Local resources/host nation support:****a. Facts.****b. Deductions:**

- (1) Transportation/supply/maintenance/medical/services.
- (2) Hardstanding.
- (3) Aggregate.
- (4) Food.
- (5) Timber.
- (6) Water.
- (7) Petrol, Oil and Lubricants (POL).
- (8) Fire services.

**27. Weather:****a. Facts:**

- (1) Forecasts.
- (2) Seasonal patterns.
- (3) Tides.
- (4) Moon phases.
- (5) Sunrise/sunset.
- (6) Rainfall.
- (7) Temperature.

**b. Deductions:**

- (1) Movement.
- (2) Accommodation:
  - (a) Personnel.
  - (b) Stores.
  - (c) Work areas.
  - (d) Equipment.
- (3) Working conditions.
- (4) Reserves:
  - (a) Total.
  - (b) Location.
  - (c) Timing.
- (5) Equipment:
  - (a) Tropic proofing.
  - (b) Dust proofing.
- (6) Health.
- (7) Personnel acclimatisation.

**28. Other** (quarantine, customs, culture etc):

- a. **Facts.**
- b. **Deductions.**

**29. Conclusions from characteristics of area of operations.****Assumptions****30. Facts.****31. Deductions.****32. Conclusions from assumptions.****Time and space****33. Facts:**

- a. **Time:**
  - (1) Now ...
  - (2) Required ...
  - (3) To complete ...

- b. **Deductions:**
  - (1) Planning.
  - (2) Raising/recruiting.
  - (3) Training.
  - (4) Acquisition.
  - (5) Tasks.
  - (6) Movement.
  - (7) Engineer works.

**34. Conclusions from time and space.**

### **COURSES OPEN**

**35. Course 1. To ...**

- a. **Advantages.**
- b. **Disadvantages.**
- c. **Check against principles of logistics:**
  - (1) foresight,
  - (2) economy,
  - (3) flexibility,
  - (4) simplicity,
  - (5) cooperation, and
  - (6) security.
- d. **Staff check any critical factors.**

**36. Course 2. To ...**

- a. **Advantages.**
- b. **Disadvantages.**
- c. **Check against principles of logistics.**
  - (1) foresight,
  - (2) economy,
  - (3) flexibility,
  - (4) simplicity,
  - (5) cooperation, and
  - (6) security.
- d. **Staff check any critical factors.**

**Administrative and logistic analysis/staff checks of critical facts****37. Supply and resupply:**

- a. **Class 1—rations and water:**
  - (1) **Course 1:**
    - (a) **Facts:**
      - (i) Requirements.
      - (ii) Availability.
      - (iii) Priority.
      - (iv) Limitation.
    - (b) **Deductions.**
  - (2) **Course 2.**
  - (3) **Course 3.**
  - (4) **Conclusions from class 1—food and water.**
- b. **Class 2—general stores:**
  - (1) **Course 1:**
    - (a) **Facts:**
      - (i) Requirements.
      - (ii) Availability.
      - (iii) Priority.
      - (iv) Limitation.
    - (b) **Deductions.**
  - (2) **Course 2.**
  - (3) **Course 3.**
  - (4) **Conclusions from class 2—general stores.**
- c. **Class 3—POL:**
  - (1) **Course 1:**
    - (a) **Facts:**
      - (i) Requirements.
      - (ii) Availability.
      - (iii) Priority.
      - (iv) Limitation.
    - (b) **Deductions.**

- (2) **Course 2.**
- (3) **Course 3.**
- (4) **Conclusions from class 3—POL.**
- d. **Class 4—construction items:**
  - (1) **Course 1:**
    - (a) **Facts:**
      - (i) Requirements.
      - (ii) Availability.
      - (iii) Priority.
      - (iv) Limitation.
    - (b) **Deductions.**
  - (2) **Course 2.**
  - (3) **Course 3.**
  - (4) **Conclusions from Class 4—Construction Items.**
- e. **Class 5—ammunition:**
  - (1) **Course 1:**
    - (a) **Facts:**
      - (i) Requirements.
      - (ii) Availability.
      - (iii) Priority.
      - (iv) Limitation.
    - (b) **Deductions.**
  - (2) **Course 2.**
  - (3) **Course 3.**
  - (4) **Conclusion from class 5—ammunition.**
- f. **Other classes:**
  - (1) **Course 1:**
    - (a) **Facts:**
      - (i) Requirements.
      - (ii) Availability.
      - (iii) Priority.
      - (iv) Limitation.
    - (b) **Deductions.**
  - (2) **Course 2.**

- (3) **Course 3.**
  - (4) **Conclusion from other classes.**
  - g. **Other supply matters:**
    - (1) **Course 1:**
      - (a) **Facts:**
        - (i) Requirements.
        - (ii) Availability.
        - (iii) Priority.
        - (iv) Limitation.
      - (b) **Deductions.**
    - (2) **Course 2.**
    - (3) **Course 3.**
    - (4) **Conclusion from other supply matters.**
- 38. Transport/movement/distribution:**
- a. **Course 1:**
    - (1) **Facts:**
      - (a) Requirements.
      - (b) Availability.
      - (c) Priority.
      - (d) Limitation.
    - (2) **Deductions.**
  - b. **Course 2.**
  - c. **Course 3.**
  - d. **Conclusions from transport/movements/distribution.**
- 39. Maintenance:**
- a. **Course 1:**
    - (1) **Facts:**
      - (a) Requirements.
      - (b) Availability.
      - (c) Priority.
      - (d) Limitation.
    - (2) **Deductions.**



- b. **Course 2.**
- c. **Course 3.**
- d. **Conclusion from maintenance.**

**40. Health support—casualty prevention, stabilisation, treatment, hospitalisation and evacuation:**

- a. **Course 1:**
  - (1) **Facts:**
    - (a) Requirements.
    - (b) Availability.
    - (c) Priority.
    - (d) Limitation.
    - (e) NBC considerations.
  - (2) **Deductions.**
- b. **Course 2.**
- c. **Course 3.**
- d. **Conclusions from medical—evacuation and hospitalisation.**

**41. Personnel support** (military police, stragglers, prisoners of war, reinforcements, relief/rotation, finance and audit, burials and graves registration, field records, amenities/welfare, discipline, education, legal, philanthropic representatives, public relations):

- a. **Course 1:**
  - (1) **Facts:**
    - (a) Requirements.
    - (b) Availability.
    - (c) Priority.
    - (d) Limitation.
  - (2) **Deductions.**
- b. **Course 2.**
- c. **Course 3.**
- d. **Conclusions from personnel support.**

**42. Civil affairs/military government** (includes refugees, status of forces, relationships with civil police):

- a. **Course 1:**
  - (1) **Facts:**
    - (a) Requirements.
    - (b) Availability.

- (c) Priority.
      - (d) Limitation.
    - (2) **Deductions.**
  - b. **Course 2.**
  - c. **Course 3.**
  - d. **Conclusions from civil affairs/military government.**
- 43. Facilities and Construction—logistic support engineering** (electrical power reticulation, transport infrastructure, facilities refurbishment, accommodation scales and standards, water supply, fire services, sanitation services, etc):
- a. **Course 1:**
    - (1) **Facts:**
      - (a) Requirements.
      - (b) Availability.
      - (c) Priority.
      - (d) Limitation.
    - (2) **Deductions.**
  - b. **Course 2.**
  - c. **Course 3.**
  - d. **Conclusions from facilities and construction—logistic support engineering.**
- 44. Host nation support:**
- a. **Course 1:**
    - (1) **Facts:**
      - (a) Requirements.
      - (b) Availability.
      - (c) Priority.
      - (d) Limitation.
    - (2) **Deductions.**
  - b. **Course 2.**
  - c. **Course 3.**
- 45. Conclusions from host nation support.**
- 46. Preferred course action.** It is therefore proposed to adopt course X because ...
- 47. Salient disadvantages of other courses.**
- 48. Administration and logistic problems and limitations.**
- 49. Measures to solve problems.**



**EXAMPLE OF AN ADMINISTRATIVE INSTRUCTION****EX/OP ....****SECURITY CLASSIFICATION**

Copy no ..... of .....  
 Issuing HQ .....  
 Place of issue .....  
 DTG of signature .....  
 Reference .....

**ADMINISTRATIVE INSTRUCTION NO .....<sup>1</sup>****References:**

- A. Operational plan
- B. Operation order
- C. Maps/charts

Time zone throughout this instruction (as applicable)

**SITUATION**

1. A brief description of the general situation and the operation and force to be supported. The Administrative Support Plan is derived from the operational plan, hence the key elements of the operational plan must be included here as follows:

- a. **Description of area of operations (AO).** Affects lodgment and support options, and some support requirement (arising from infrastructure capacity, health environment, etc).
- b. **Designation of the force to be deployed.** Provides dependency on which the requirement for administrative support is based.
- c. **Concept of operations:**
  - (1) Affects concept of administrative support (establishment of administrative areas etc).
  - (2) Intensity of operations affects usage rates of materials etc.

**MISSION**

2. Give a clear, concise statement of the task and purpose, eg, to provide administrative support .... in order to ....

**EXECUTION****General outline**

3. A succinct summary of the administrative support concept to be followed, including an outline of the administrative phases, proposed administrative/maintenance area, locations, and routes.

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1 When administrative and logistic details are included in an operation order or as an administrative annex to the operation order then the applicable heading is to be used.

## Phases<sup>2</sup>

### 4. Phases may include:<sup>3</sup>

- a. Phase 1—work-up.
- b. Phase 2—deployment.
- c. Phase 3—sustainment.
- d. Phase 4—relief or recovery.

5. A general description of each phase, including dates/duration of each phase and administrative tasks in the phase (taken from the appreciation).

## Support services

### 6. Materiel and services:<sup>4</sup>

a. **Supply support.** This section is to indicate responsibilities and procedures (including logistic support element (RAN), Logistic Support Force (Army) and Operational Support Group (RAAF) considerations):

(1) **Stocking plan:**

- (a) operating stock,
- (b) reserves,
- (c) repair pools,
- (d) force pool of construction equipment, and
- (e) project stores.

(2) **Supply classes 1, 3, 5 and water.** Source of supplies and the planned distribution system including transport, timings, special arrangements for specialist groups/units eg, surveillance and reconnaissance units, or requirements for explosives etc.

(3) **Supply classes 2, 4, 6 and 8.** This section is to include special procedures for operationally urgent stores.

(4) **Supply class 7.** This section is to include special procedures for operationally urgent stores.

(5) **Supplementary supply services.** Outline what services will be provided in terms of how, when and where.

(6) Units, locations and command status.

(7) Tasks (general, including salvage disposal of equipment etc).

---

2 Paragraphs 6. to 11. contain elements that may need to be considered in each phase. Details should be included as required for each element retaining the same sequence as elements used in phase 1 for subsequent phases.

3 Where deployment is a phase in the administrative support plan, details of the lodgment of the force will be required. The work-up and deployment phases may be considered as preliminary to the sustainment phase. The matters that must be addressed in the deployment phase of the plan are allocation of movement resources, movement priorities, (including reconnaissance and advance parties), lodgment program and lodgment supplement.

4 An explanation of supply classes is contained in [annex F](#).

- b. **Transport support.** This section should show allocation of responsibilities between unit, formation and force resources, including transport, air dispatch, etc:
  - (1) Units, locations and command status.
  - (2) Tasks:
    - (a) general, including movement of stores and troops;
    - (b) water transport (if used);
    - (c) air transport, including air dispatch (if used); and
    - (d) terminal operations.
- c. **Armoured replacement.** List the unit location and method of replacement (where applicable).
- d. **Support engineering.** Detail the engineer support requirements as appropriate which may include:
  - (1) standards and scales of accommodation to apply;
  - (2) water supply;
  - (3) facilities required—road, port, airfields, bulk fuels etc;
  - (4) routes to maintain; and
  - (5) priorities.
- e. **Maintenance support.** Outline details of collection, recovery, repair and back loading, including:
  - (1) units, locations and command status (including field repair groups and forward repair teams);
  - (2) tasks (general); and
  - (3) outline recovery plan (including location of equipment collecting point, back loading point, and recovery posts) and allocation of responsibilities between first, second, and third line resources.
- f. **Mobile logistic support force/underway replenishment group.** Detail plans for any requirement including Fleet Intermediate Maintenance Activity support.
- g. **Postal.** Outline the distribution system including transport, timings and special arrangements for specialist/independently deployed units.

## 7. Medical and health support:

- a. **Field hospitals/afloat medical capability.** Number, location and proposed method of employment including date/time of opening and closing.
- b. **Casualty evacuation.** Outline casualty evacuation plan including routes, stabilisation posts and aeromedical evacuation (if used) and preparation of dead for return to support area.
- c. **Special health requirements.**
- d. **Nuclear, Biological and Chemical considerations.**

**8. Other personnel support:**

- a. **Military police units, locations and tasks.**
- b. **Stragglers post.** System for dealing with stragglers.
- c. **Prisoners of war.** Proposed system of collection, registration, interrogation, back loading and handling.
- d. **Reinforcements.** Proposed system for provision of reinforcements including holding location and method of movement forward.
- e. **Relief/rotation.** Policy on the system to be applied (tenure in AO, individual or unit rotation etc).
- f. **Finance and audit.** Services available and procedures.
- g. **Burials and graves registration.** Proposed policy for burials and graves registration if not given by higher headquarters.
  - (1) Repatriation of corpses.
- h. **Field records.** Allocation of resources and responsibilities.
- i. **Amenities/welfare:**
  - (1) Policy regarding recreation leave.
  - (2) Services available (films, chaplains, etc).
- j. **Discipline.** Policy on back loading to support area of personnel under detention.
- k. **Education.** Facilities provided if any.
- l. **Legal.** Special requirements if any.
- m. **Philanthropic representatives.** Availability, distribution and special procedures.
- n. **Public relations.** Support available and procedures.
- o. Other matters as appropriate.

**9. Civil affairs/military government:**

- a. Allocation of civil affairs/military government detachments.
- b. **Refugees.** Proposed system for provision of refugees, feeding and management, processing etc.
- c. Status of forces in relation to host nation/ally.
- d. Relationship with civil police (for deployment in Australia).
- e. Other special requirements eg, civil labour etc.

**10. Coordinating instructions:**

- a. **Routes:**
  - (1) allocation and direction; and
  - (2) traffic control arrangements (including regulating headquarters and traffic control post).

- b. **Administrative areas:**
  - (1) current and proposed locations; and
  - (2) date/time of opening and closing.
- c. **Boundaries.** Proposed movement of formations and boundary including location and timings.
- d. **Rear area security:**
  - (1) priority for air defence tasks;
  - (2) requests for combat units (including tasks);
  - (3) coordination with civil authorities;
  - (4) prisoner holding; and
  - (5) counterintelligence security.
- e. **Surprise and deception.** Concept for how this will be achieved.
- f. **Timings.**

### Command and signals

#### 11. Command and signals:

- a. **Command and control:**
  - (1) relationship between logistic elements, the principal combat element being supported and joint force headquarters;
  - (2) interface with support area (support commands and defence centres) and joint force logistics coordinator for logistic support;
  - (3) interface with host nation/ally civil infrastructure for administrative support; and
  - (4) joint Service relationships and responsibilities.
- b. **Communications requirements.** Support arrangements, both to and within the theatre.

### Summary

12. A summary of the plan should be given, highlighting the strengths and weaknesses and identifying how the commander intends to exploit the strengths and overcome the weaknesses.



## CLASSES OF SUPPLY

1. For joint logistics planning purposes, supplies are divided into classes as follows:
  - a. **Class 1.** Subsistence, including foodstuffs, gratuitous health and welfare items, and water, when this is provided in packaged form through the supply system.
  - b. **Class 2.** General stores including clothing, individual equipment, tentage, tool sets and kits, hand tools, stationery and other general administrative and household items.
  - c. **Class 3.** Petrol, oil and lubricants.
  - d. **Class 4.** Construction items and materials and all fortification and barrier materials, excluding explosive devices.
  - e. **Class 5.** Ammunition.
  - f. **Class 6.** Personal demand items including canteen supplies and non-scaled military items.
  - g. **Class 7.** Principal items, such as vehicles, weapons and major technical equipments.
  - h. **Class 8.** Medical and dental stores.
  - i. **Class 9.** Repair parts and components.
  - j. **Class 10.** Materiel to support non-military programs.
  - k. **Class 11.** Controlled stores (Quadripartite forum only).

## CHAPTER 4

# COMBINED LOGISTICS PLANNING

### Introduction

**4.1** This chapter should be read in conjunction with:

- a. Australian Defence Force Publication (ADFP) 9—*Joint Planning* chapter 5, Combined and coalition planning;
- b. ADFP 9, Supplement 1—*ANZUS Planning Manual*, chapter 10, Administration and logistics, for AS/US operations;
- c. Australia— .....<sup>1</sup> *Handbook for Arranging Mutual Logistics Support during Combined Operations and Exercises*; and
- d. *Logistics Planning Manual for Use in a Combined AS/.....<sup>1</sup> Operation/Exercise*.

**4.2** Combined operations involve the military forces of two or more nations acting together in common purpose. If the relationship is formalised by mutual political, diplomatic and military agreements, it is referred to as an alliance. If the relationship is less formal, it is a coalition. The latter includes multi-national operations in support of United Nations (UN) resolutions.

### Principles for logistics support of combined forces

**4.3** Logistics in support of combined operations is complicated by differences in logistics doctrine, capabilities and equipment. Logistics support to national components of a combined force is essentially a national responsibility. However, by arrangement, and using pre-existing cooperative logistics support agreements, any force may be called upon to provide a specific range of support to the combined force. Logistics support functions should be established whenever possible under the following guidelines:

- a. Broad planning factors and mutual support opportunities will be identified at the strategic level. It will however be Commander Australia Theatre (COMAST), on the Australian Defence Forces (ADF's) behalf, who ensures that responsibilities at the operational level are clearly established for each logistics function—operation of ports and airfields, movement and transport, health services, maintenance engineering, fuel and water, constructions etc.
- b. Civil—based Host Nation Support Agreements will be invoked or immediately established, if possible, by the strategic level for operations in the nation of one of the participants.
- c. Strategic level guidance regarding subparagraphs a. and b. will be passed to the operational level to allow it to negotiate with equivalent allied operational level joint force headquarters (HQ) on specific types of support and associated accounting where appropriate. While these will be reflected in implementing arrangements, the placing of orders may precede the formal application of agreements.
- d. Logistics support functions deemed to be common should be provided by the nation best suited to do so.
- e. Logistics support units from the nation providing common logistics support should operate under the operational control of the national commander to whom they are assigned.

---

<sup>1</sup> The nation with which arrangements have been made.

## Lead nation

**4.4** The lead nation concept provides for one or more nations to take the lead in the provision of logistics support to a combined force in an area of operations (AO). Such arrangements normally extend across the operational and tactical levels of war, but can never encompass all aspects of logistics in the AO. Owing to the unique personnel support systems and equipment, some elements of support will inevitably remain national and operate in parallel to lead nation arrangements.

**4.5** Lead nation support may take the following forms:

- a. A single nation may provide the human resources (military and/or civilian), and equipment necessary to deliver all logistics support required by a combined force; and that nation would be responsible for command and control (C2) for the delivery of support.
- b. A single nation may be responsible for C2 of the delivery of support while other nations contribute resources as agreed. Such division of effort, whilst making integration complex, eases the resource load on the lead nation.

## Host nation support

**4.6** Host nation support comprises civil and military assistance provided to a force, which is located in, or transiting, the host nation's territory, that is not normally part of standing military cooperative logistics support agreements. Such support is normally based on agreements at national or force levels that commit the host nation to provide specific support according to prescribed conditions.

**4.7** Whether or not a host nation support agreement is in place, 'host nation' logistics contracting staff should deploy early in an operation to arrange access to host nation capabilities. This will be important where host nation staff are precluded from committing the government of the hosted nation to expenditure. Optimum use of such capabilities will reduce the requirement to deploy logistics resources. The support available will vary with the local circumstances, but may include:

- a. government agency support such as telecommunications, railways, airlines, utilities, police and fire services;
- b. civil labour;
- c. facilities for port operations, air transport operations, warehousing, and services such as air traffic control and harbour pilots; and
- d. military and paramilitary units for the provision of traffic control, convoy escort, and installation security.

**4.8** More information on this subject appears in [chapter 8—'Provision of international logistics support'](#).

## Combined command and control

**4.9** **General.** Australian national responsibilities, outlined in [chapter 2—'Command and control of logistics support to a joint force'](#), are likely to remain unchanged in a combined operation.

**4.10** **Strategic level.** A Combined Chiefs of Defence Committee may be formed to provide strategic military guidance, and the national HQ of one of the allied partners may be selected to C2 the operation at the strategic level. To become effective, the selected HQ should be augmented by appropriate allied planning staff. Australian Defence Headquarters (ADHQ) liaison officers should be attached to the equivalent allied HQ and maximum use will be made of respective Defence Attaches.

**4.11** While combined operations with the United States are governed by ADFP 9 Supplement 1, the remaining content of this chapter is based on a bilateral Australian-led operation within Australian areas of interest—where planning will be based upon ADF doctrine.

**4.12 Operational level.** A combined force commander (CFC) may be appointed and would plan and conduct operations in accordance with the agreed policies and objectives of allied governments and the combined directives of Chief of the Defence Force (CDF) and those of the allied CDF equivalent. The CFC will establish a Combined Force Headquarters, usually based upon an existing operational HQ such as the Deployable Joint Force Headquarters or Headquarters Australian Theatre (HQAST) which should be supplemented with allied planning staff. ADF liaison officers should be attached to the equivalent allied HQ.

**4.13** The effectiveness of combined logistics operations will depend greatly upon the ability of CFC's logistics staff to achieve a high degree of unity of effort from the logistics elements of contributing nations. A combined logistics cell should be established in the Combined Force Headquarters to coordinate common logistics support.

#### **Combined logistics planning at the strategic level**

**4.14** The roles, membership and outcomes of the Strategic Logistics Planning Group (SLPG) might vary from those documented in [chapter 3—'Joint logistics planning'](#) as follows:

- a. **SLPG membership.** Allied planning staff can be expected to attend and to contribute to the development of SLPG outcomes. This will require SLPG planning staff to have access to allied planning intentions for materiel, engineering, maintenance, human resources, health, movement and finance.
- b. **SLPG outcomes.** The titles of some standard SLPG outcomes may change but the content will essentially remain the same. Some SLPG outcomes, such as the conditions of service package, will only be applicable to the ADF.
- c. Logisticians from allied planning staff should be attached to Strategic Command Division (SC Div) and have access to SC Div logistics staff, SLPG members and other staff as needed within SC Div.

**4.15** In addition to the planning factors in [annex C](#) to chapter 3, combined planning should include:

- a. allied national customs and religious practices;
- b. cost-sharing arrangements;
- c. equipment interoperability;
- d. allied equipment stocking levels;
- e. allied movement assets and support capabilities; and
- f. allied personnel preparation with a greater emphasis on the needs of Australian customs, immigration and quarantine services.

**4.16** SC Div should provide allied planning staff with guidelines for troop contributing nations, similar to those that contributing nations receive from the UN, and arrange briefings of allied planning staff on doctrine contained in the relevant operations series ADFP.

**4.17** Any difficulties SC Div experiences that need to be addressed at the political or diplomatic level should be referred through the Head SC Div to the Australian Strategic Policy Coordinating Group and its allied equivalent.

**4.18** In peacetime, ADHQ and HQAST should pursue the operational logistics interests of interoperability with major allies through bilateral Logistics Working Party meetings and associated exercises.

#### **Combined logistics planning at the operational level**

**4.19** Theatre Administrative Planning Group (TAPG) roles, membership and outcomes will essentially remain as described in [chapter 3](#) but with the differences outlined in paragraphs 4.14 and 4.15, in particular the formation of a combined logistics cell and the integration of allied planning staff.

**4.20** The additional factors that might be considered at the TAPG include:

- a. allied national customs and religious practices;
- b. support for training the combined force;
- c. ADF inventory supplementation of allied forces to achieve a common preparedness standard (ie, deployment preparedness level one); and
- d. achievement of Australian customs, immigration and quarantine requirements.

**4.21** Commander Theatre Joint Movement Group could be tasked with integrating allied movement assets into COMAST's order of battle and developing associated operational level movement instructions.

**4.22** HCAST J1/4 may coordinate negotiations between appropriate operational level HQ and their allied equivalents for all necessary implementing arrangements under the bilateral cooperative defence logistics support agreements and host nation support agreements, discussed in [chapter 8](#).

## CHAPTER 5

# LOGISTICS PLANNING IN SUPPORT OF UNITED NATIONS OPERATIONS

### Introduction

**5.1** Australia has clear strategic interests at the global level, the foremost of these is supporting the United Nations (UN) in its primary function of maintaining international peace and stability. UN peace operations may take the form of peacemaking, peacekeeping, peace enforcement or peace building. The Australian Defence Force (ADF) is more likely to be involved in peacekeeping or peace enforcement. Generally, peacekeeping operations are undertaken when parties to a conflict agree to the deployment of a UN (or UN sanctioned) force to assist in the achievement of a political end-state. A peace-enforcement operation could require the coercive use of a UN force where the parties to the conflict have not agreed to a peaceful resolution.

**5.2** When participating in UN Peace Operations an Australian contingent (ASC) may be part of an international force with a variety of customs, language and military logistics support systems. Such operations can occur throughout the world, often in regions with limited logistics support infrastructures. UN Peace Operations are unlike other operations where Australia may enjoy wide operational and logistics planning authority. In this regard, especially where Australia is only one of many participants, UN Peace Operations can appear to be quite prescriptive to ADF planners.

**5.3** Australian contingents participating in Peace Operations should be supported for needs common to all contingents in accordance with the logistics support plan determined by the Field Administration and Logistics Division (FALD) in the UN New York (UNNY) Headquarters (HQ) Department of Peacekeeping Operations (DPKO). While ADF logistics planning will be based upon the UN logistics support plan and the agreement on contingent owned equipment, the requirement to guarantee common and unique logistics support to the Australian contingent will be the primary ADF planning consideration.

## LOGISTICS PLANNING FOR PEACE OPERATIONS

### United Nations logistics support concepts

**5.4** The UNNY HQ DPKO has primary responsibility for Peace Operations, with the FALD being responsible for the provision of logistics support to individual missions. The UN employs three basic logistics concepts for the provision of support to Peace Keeping Operations (PKO):

- a. **Self-reliance concept.** This concept is usually employed for small missions, such as observer missions, where there is access to a reasonable level of support from the local infrastructure.
- b. **Force logistics support group concept.** This concept can be employed on large UN missions where there is a need to deploy significant amounts of logistics support and particularly where there is limited local infrastructure available to provide such support. A specialised logistics support organisation, preferably the responsibility of a single major donor country, or two countries in partnership, is established, into which the other national logistics support elements will be incorporated. This is the preferred option for the provision of support to UN missions.
- c. **Civilian contract support concept.** This concept is suitable for the same type of mission as the force logistics support group concept and is becoming increasingly common in the absence of offers by donor countries to provide military logistics support units. Under this concept the majority of logistics support is provided by contracted civilian organisations.

**5.5** In a PKO, budgets will be raised by the UNNY HQ DPKO to fund the needs of contributing countries. For the ADF, this will typically see the DPKO fund and contract the strategic movement of the ASC to and from the area of operations (AO), reimburse the ADF for agreed expenses in preparation for/during/reconstitution after an operation and provide agreed logistics support to the ASC at the UN's expense.

**5.6** The decision to allow the UNNY HQ to undertake strategic movement, or for the ADF to arrange its own, will be made by Australian Defence Headquarters (ADHQ).

### Phases of peacekeeping operations

**5.7** There are six phases to UN PKO, each of which has distinct logistics requirements:

- a. **Standby phase.** During the standby phase, possible UN involvement is first identified. A reconnaissance, known as a technical survey mission, is carried out by UNNY HQ which includes a broad assessment of the likely logistics support requirement and options for the provision of that support. The product of this phase is the strategic logistics concept developed by the FALD.
- b. **Warning phase.** Security Council approves a resolution calling for a peacekeeping mission. The mission budget is determined by the DPKO, and approved by the General Assembly, based on the need to establish a force structure, provide force mobility and to sustain the force.

#### Note

There is often no clear delineation between the warning phase and the mounting phase due to time compression and the need to act. Informal liaison is maintained during these phases between UNNY DPKO and the Australian permanent mission to the UN.

- c. **Mounting phase.** Detailed planning is undertaken by the DKPO, along with preliminary deployments to the mission area. National strategic reconnaissances are carried out during this phase and participating units are prepared for deployment. Unit preparation is a national responsibility. DPKO will promulgate operational and logistics guidelines for donor countries, usually in the form of Guidelines for Troop Contributing Countries. A contributing nation/UN force participation agreement is negotiated to provide the legal and administrative basis for the nation's contribution.
- d. **Deployment phase.** Units deploy to the mission area usually under movements contracts arranged by the FALD. A comprehensive inventory of national stores and equipment is prepared and verified by the contributing nation and the UN Mission HQ. A Model Service Agreement (Contribution Agreement) is then signed stipulating the obligations of both parties, and listing the personnel, major equipment and level of sustainment to be provided. This established the quantity and condition of contingent owned equipment (COE), and is the basis for subsequent reimbursement by the UN for the use of stores and depreciation of equipment during the course of the mission. At this stage, ADHQ may depart from the normal UN movements planning and arrange for national carriers or ADF assets to transport the ASC.

#### Note

Should ADHQ exercise this option, reimbursement will be at rates determined by the UN movement control unit.

- e. **Sustainment phase.** The ongoing maintenance of the force is coordinated by the UN Mission Chief Administrative Officer who works alongside the Force Commander, with both reporting to the Special Representative of the Secretary-General. Any rotation of units/personnel will take place during this phase.
- f. **Redeployment phase.** The redeployment phase encompasses human resources and stores drawdown, and movements planning. As with the deployment, the redeployment of units is usually the responsibility of the UNNY HQ and UN Mission HQ planning staff, but ADHQ can arrange for the use of national carriers or ADF assets. This phase ends with the contributing nation closing financial accounts through the progression of UN reimbursements. This process, with its required negotiations can extend over a long period.

**5.8** The link between ADHQ and UNNY HQ DPKO will normally be the Australian Defence Attache (ADA) at the Australian Permanent Mission to the UN. For larger ADF commitments to UN missions, the ADA may be supplemented by a Headquarters Australian Theatre (HCAST) (J1/4) liaison officer for each deployment and redeployment. All logistics information made available by the UN and all requests for information emanating from ADHQ should be passed through the ADA UNNY HQ.

**5.9** The link between ADA and ADHQ should be maintained after the arrival of the ASC in the mission area. ADHQ may also establish a link with the local Australian Head of Mission if represented in the AO. This is likely to be achieved through the attachment of a further HQAST liaison officer for both the deployment and redeployment. The HQAST liaison officer could also service the needs of ADHQ.

**5.10** While an operational level link will be established between the Commander Australian Contingent and Commander Australian Theatre (COMAST), logistics issues should be addressed in accordance with the Australia (AS)/UN agreement or through the UN Chief of Logistics (COLOG) and the ASC.

### **Peace enforcement operations**

**5.11** Peace enforcement operations differ fundamentally from PKOs in a number of ways:

- a. The use of military force is required to restore and enforce the peace, essentially placing the operation on a warlike footing.
- b. The operation will still be conducted under a UN Security Council resolution and a UN flag and will usually be led by one country which will coordinate planning.
- c. The UNNY HQ will call for volunteers to raise a coalition force.
- d. Participants will need to make maximum use of existing international cooperative logistics support agreements to ease the burden. Indeed such an operation may see a rapid increase in the number of these agreements.
- e. Logistics planning will probably be based on combined planning principles contained in [chapter 4—'Combined logistics planning'](#) as well as the general principles of joint planning contained in [chapter 3—'Joint logistics planning'](#).
- f. A contributing nation/UN Force Participation Agreement and Service Agreement will probably not be raised.

### **United Nations sanctioned operations**

**5.12** The provisions and steps outlined above should prevail regardless of the type of peace operation being undertaken. It is appropriate, however, to identify other options that may exist. Traditional peacekeeping operations and peace enforcement operations may not always be undertaken by the UN. The UN may sanction an operation, thereby giving it more legitimacy. UN sanctioned operations may differ from UN conducted operations in a number of ways which impact on logistics planning:

- a. A lead nation may be identified.
- b. Participants will need to make maximum use of existing bilateral/multi-lateral logistics support arrangements.
- c. There may be the need to rapidly establish international logistics support agreements and status of forces agreements (SOFAs).
- d. Logistics planning will probably be based on combined planning principles contained in [chapter 4](#) as well as the general principles of joint planning contained in [chapter 3](#).

## **AUSTRALIAN DEFENCE FORCE LOGISTICS SUPPORT PLANNING**

### **Strategic level logistics planning**

**5.13** After initial advice of a possible AS commitment to a mission is received, ADF logistics planning should be carried out in parallel to, and in conjunction with, FALD planning. Strategic Command Division (SC Div) logistics staff should monitor mission developments during the standby and warning phases.



**5.14 Reconnaissance.** Where possible, a reconnaissance will be undertaken by operations and logistics staff from HCAST ADHQ planners and members of the ASC may supplement the HCAST reconnaissance team.

**5.15 Strategic logistics guidance.** The results of the reconnaissance, along with information detailed in the Guidelines for Troop Contributing Countries, other guidance received from UNNY HQ, Defence Intelligence Organisation reports and copies of UN contracts for the provision of logistics support will be used to develop strategic logistics guidance. A Strategic Logistics Planning Group should be convened to examine the strategic logistics support requirement, and should be attended by the core personnel identified in [chapter 3](#).

**5.16** Key factors for developing strategic logistics concepts should be drawn from those in [annex C](#) to chapter 3, with particular emphasis on:

- a. accuracy of expenditure, revenue and reimbursement estimates;
- b. use of commercial movement assets to overcome resupply problems and to avoid the costs associated with the use of ADF assets;
- c. use of existing cooperative support agreements with other nations who are also contributing contingents;
- d. requirement for guidance on self-sufficiency and reserve stocks based on UNNY HQ logistics support intentions and the risk that problems will occur with the UN resupply and repair capability;
- e. requirement for a force participation agreement between the UNNY HQ and AS and an interim diplomatic note setting out the AS understanding of cost sharing, Australian contingent legal status and other terms and conditions of the AS participation;
- f. requirement for a model service agreement (contribution agreement) upon which all UN reimbursements will be based, and
- g. the UNNY HQ intended locations for supply operations in and out of the country in which the mission will operate.

**5.17** While some of the above information can also be relevant to operational level planning, certain information can only be obtained from ADHQ and ADA UNNY HQ with respect to strategic level interface and UN intentions for deployment and sustainment. Conversely, the most recent source of movement planning information for redeployment will be the operational level HQ UN mission.

**5.18** The strategic logistics guidance should be reflected in the strategic logistics appreciation and the logistics component of the Chief of the Defence Force alert, planning or execute orders.

**5.19** ADF cost estimating, financial supplementation, allocation and management of funds and reporting are discussed in [chapter 6—'Finance'](#).

### **Operational level logistics planning**

**5.20** HCAST should develop the operational level logistics plan. Direct liaison between HCAST and ADA UNNY HQ on issues arising from UN Letters of Assist will be authorised, however all other information will be passed through SC Div. It can be expected that the Theatre Administrative Planning Group will convene to examine operational level logistics issues, and produce the operational logistics concept expressed as an administrative instruction.

**5.21** COMAST planning staff should direct unit preparation and contingent movement planning. HQ Theatre Joint Movement Group (JMOV Gp) will carry out detailed deployment, redeployment, rotation and sustainment movement planning within the resources assigned by ADHQ and in accordance with the UN movement plan. HCAST will select the preferred points of departure in Australia for personnel and equipment, and advise ADHQ. Further details on the responsibilities for movement planning are detailed in Australian Defence Force Publication 21—*Movements in Support of Operations*.

**5.22** HCAST is responsible for arranging the sustainment of the ASC for those requirements not satisfied by the UN in the mission area. This will include reviewing all requests for support initiated by the ASC for which the ADF may be required to allocate funds not covered in the initial cabinet submission.

**5.23** COMAST may delegate responsibility for the concentration, equipment preparation and marshalling, raising accounts and medical preparation of contingents to an existing formation HQ. The Deployed Forces Support Unit may carry out preparatory training of the contingent and to provide briefings on conditions of service. Such briefings should be effected in sufficient time to allow Australian contingent members to take advantage of the benefits provided in the conditions of service package. These briefings will be based on a COMAST administrative instruction detailing, on behalf of the three Services, the conditions of service that apply to the combined force AO. This instruction should be cleared by Director-General Financial Conditions.

### Tactical level logistics planning

**5.24** Tactical level logistics planning might be carried out by either an existing HQ where a formed unit is being deployed, or by a newly raised Australian Force HQ where a composite unit is being deployed. In either case the HQASC will conduct the ongoing logistics planning within the mission area and undertake direct liaison with the UN Mission HQ.

### Logistics liaison

**5.25** Liaison will be necessary between ADF and UN staff throughout the operation. In particular, logistics liaison will be required at both the strategic and operational levels, and primarily with those organisations detailed below:

- a. **Strategic level.** ADHQ (SC Div)—UNNY HQ (Field Administration and Logistics Division/Movement Control Unit), UN contractors (particularly for movement), ADA UNNY HQ and HQUEST logistics staff.
- b. **Operational level.** HQUEST (J1/J4)—HQ UN Mission (COLOG), ASC, SC Div and ADA UNNY HQ (for Letters of Assist only).
- c. **Operational level.** Commander Theatre JMOV Gp—HQ UN Mission (Movement Control Unit), ASC, SC Div and, UNNY HQ (Movement Control Unit).

### Specific logistics issues

**5.26 Letters of Assist.** Letters of Assist are raised by the HQ UN Mission and passed through the UNNY HQ to authorise donor countries to provide specific supplies and equipment to the mission. Letters of Assist are often raised in response to stores and equipment shortfalls that can best be satisfied by the country of origin of the particular contingent requiring the items. Where Letters of Assist are raised to meet an ASC requirement, advice of the demand should be forwarded by the ASC to HQUEST at the same time as it is processed through HQ UN Mission and UNNY HQ. Letters of Assist may not be satisfied unless they meet the following criteria:

- a. UNNY HQ has approved and funded the provision of the stores and/or equipment, and
- b. HQUEST has approved the allocation of funds to meet the requirement in anticipation of a UNNY HQ reimbursement.

**5.27 Immediate operational requirements.** Demands for items required to meet an immediate operational requirement will be staffed by ASC directly to HQUEST for resolution by the most appropriate means. These demands will usually be raised for reasons of safety or operational necessity and may be satisfied regardless of final accounting and financial responsibility for the items. Retrospective approval for the issue of these items may be sought from the UNNY HQ and claims for reimbursement submitted.

**5.28 Model service agreement.** As indicated in paragraph 5.7d. above, model service agreements provide the basis of UN reimbursements to the ADF. It provided options for either the wet or dry leasing<sup>1</sup> of national capabilities, specific reimbursement rates for these options, rates for national self-sustainment and agreed special equipment. Detailed guidance for mission planners is contained in the UN publication *'Manual on Policies and Procedures concerning Reimbursement and Control of Contingent Owned Equipment of Troop Contributing Countries participating in Peace Keeping Missions'*.

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<sup>1</sup> Dry lease means a COE reimbursement system where the troops contributing nation (TCN) provided equipment to a peace operation and the UN assumes responsibility for maintaining it. Wet lease means a COE reimbursement system where the TCN provides and assumes responsibility for maintaining and supporting the deployed equipment (both major items of equipment and associated minor equipment). There are many options within both wet and dry lease arrangements.

**5.29 Guidance for troop contributing countries.** The UNNY HQ guidelines for troop contributing countries provide information on the UN mandate, concept of operations for the combined force, force structure, unit and personnel preparation and administration and logistics. They contribute a great deal of information relevant to logistics planning at all levels.

**5.30 Australian/UN participation agreements.** AS/UN participation agreements cover both ADF military missions within a PKO and ADF contributions to UN Development Programs (UNDP) (peace building operations) that generally follow the conclusion of a PKO. SC Div has responsibility for developing these agreements with the UN Director of Agreements (DAGTS) liaising with the DPKO through the ADA UNNY HQ.

**5.31** For traditional military and observer missions, the DPKO, SC Div and DAGTS will make use of the UN's model service agreement for member states contributing to PKO. [Annex A](#) lists the standard issues and acknowledgments that need to be included in a final participation agreement. Significant problems can arise with Host Nation authorities if an agreement is not in place, eg, customs, quarantine, immigration, etc.

**5.32** With respect to UNDP activation, the provisions of the participation agreement differ to that of PKO. Typical issues for consideration are contained at [annex B](#).

**Annexes:**

- A. [Australian/United Nations participation agreement for peacekeeping operation](#)
- B. [Australian/United Nations participation agreement for United Nations development program activities](#)

## AUSTRALIAN/UNITED NATIONS PARTICIPATION AGREEMENT FOR PEACEKEEPING OPERATION

1. The United Nations (UN) model agreement for contributing nations will address:
  - a. the privileges and immunities of 'blue beret' personnel including legal status;
  - b. the UN's acknowledgment of its responsibility for compensation claims;
  - c. the Australian Defence Forces (ADF's) need to pay salary and allowances under national arrangements;
  - d. the UN's need to pay all travel and subsistence allowances for military observers including rations and quarters, transportation, leave travel and incidentals (only applicable to observer missions);
  - e. the UN's need to pay for the travel of formed bodies (deployment, relief, out of country travel, rotation, redeployment) and to reimburse Australia at standard UN troop rates (pay and allowances), personal equipment allowance, weapon allowance and incidentals;
  - f. the UN's need to pay for the depreciation of contingent owned equipment and all necessary support;
  - g. the UN's need to arrange third party insurance and procedures for reimbursement for lost property;
  - h. ADF military jurisdiction;
  - i. provision to permit force withdrawal; and
  - j. force numbers/structure and inclusion of lodgment supplements.
2. The UN will require certain acknowledgments in the agreement, some of which will impact on planning, such as:
  - a. how ADF personnel will operate under UN command;
  - b. UN will have full authority over the deployment, conduct and direction of the mission;
  - c. ADF may only provide instruction to the Australian contingent (ASC) on national administrative issues;
  - d. the ASC will need to meet all necessary UN standards and predeployment needs; eg, medicals, training such as: being briefed on the Geneva conventions, additional protocols and the convention on the protection of cultural property during conflict; and
  - e. major equipment: trucks, aircraft, etc, will need to be painted white and bear UN insignia.
3. The ADF may need to seek clarification of/additions to the model agreement. Typical issues include:
  - a. Commander ASC reporting to ADF authorities,
  - b. UN logistic support over and above the ASC's capabilities,
  - c. ASC rotation periods,
  - d. substitution of personnel,
  - e. UN's medical evacuation responsibilities,
  - f. repatriation or remains of deceased personnel,
  - g. costs for force preparation/constitution on deployment and processing/reintegration on redeployment,

- h. split of responsibilities for UN approved ASC owned equipment and ADF unique equipment,
- i. reimbursement for damaged/destroyed equipment, and
- j. payment procedures and time frames.

## AUSTRALIAN/UNITED NATIONS PARTICIPATION AGREEMENT FOR UNITED NATIONS DEVELOPMENT PROGRAM ACTIVITIES

1. The participation agreement for United Nations (UN) development programs is similar to that for a peacekeeping operation, with the following exceptions:

- a. Australian Defence Force (ADF) personnel are classified as 'Experts on Mission' and do not wear blue berets;
- b. ADF personnel are not classified as members of the UN staff but do have legal status under the convention of privileges and immunities of the UN;
- c. the ADF needs to produce evidence its personnel have adequate health and life insurance;
- d. ADF personnel are required to sign an undertaking that they will comply with UN instructions, will not accept mission instructions from authorities external to the UN, and will not engage in activities incompatible with UN objectives;
- e. the UN is responsible for security of ADF personnel; and
- f. the UN will provide necessary equipment.

2. 'Experts on Mission' are entitled to allowances and subsistence similar to those for military observers listed in [annex A](#).

## CHAPTER 6

### FINANCE

#### General

**6.1** Provision of sufficient funding is fundamental to successful operations. While a number of major Defence authorities are involved at the strategic level, general coordination of financial matters on behalf of Strategic Command Division (SC Div) rests with Director-General Joint Operations and Plans. SC Div logistics staff action costing matters through Director Costing (DCOST) at Resources and Financial Programs Division (RFP Div).

**6.2** The Government does not provide Defence with contingency funds to conduct operations and hence annual budgets are limited to peacetime achievement of CDF's preparedness needs. A bid for funds for a specific operation must be submitted to the Government once Cabinet has agreed to its need. This involves supplementation of the Defence budget by the Department of Finance, based on cost estimates, for the duration of the operation and as long thereafter that associated expense is brought to account. Funds supplementation is not guaranteed. Depending on the circumstances, supplementation may be provided in whole, in part, or not at all with a direction for Defence to absorb all costs.

#### Cost estimates

**6.3** The accuracy of estimated costs to Defence, and in turn contributing Programs, will depend upon the maturity of strategic level concepts, and most particularly the operational level costings against the approved concept of operations. There may be a need to derive the basis of costing ahead of the completion of operational level estimates arising from the Cabinet's need to address costs as part of its considerations. The time scale for Head SC Div to initiate and monitor financial planning is therefore likely to be driven by Cabinet and Ministerial schedules. Consequently, and in recognition that underestimated costs and shortfalls in associated supplementation, can translate into limited operational flexibility, a contingency should be included in the costing process.

**6.4** The personnel involved in developing costs are:

- a. SC Div logistics staff, for providing operations guidance on the translation of cost estimates into resources and coordinating financial content of the Cabinet Submission on behalf of Head SC Div;
- b. RFP Div staff, for provision of costing policy (full/additional), coordination of Program input into an overall Portfolio spreadsheet, inclusion of the financial content of the Cabinet Submission, negotiations with the Department of Finance regarding supplementation and guidance transfers;
- c. Assistant Secretaries Resource Planning, or equivalent staff within non-Service programs, for the application of Program costing models/estimating methodologies based upon advice from SC Div on the operation and RFP Div staff on policy; and
- d. financial management and logistics staff within Headquarters Australian Theatre (HQAST) and component headquarters (HQ) for the development of actual cost estimates and the management of allocated funds.

**6.5** It is important that contributing Program planners do not automatically assume the application of a full cost methodology (direct plus indirect). Delays/disputes in the Department of Finance approval process may result if the wrong cost methodology is applied and causes significant distortion of costs. Program planners therefore require advice from RFP Div on the basis of costing to be applied to an operation (full or additional).

**6.6** Where support to an operation is to be funded by Defence Cooperation, another government authority (eg the Australian Agency for International Development) or a third party, the level of cost recovery needs to be factored into the overall cost estimate. RFP Div advice will again be necessary on the basis of recovery estimates.

### **Customs duties**

**6.7** Since 1990 all government departments have been required to pay customs duty on imports. Consequently, planners must allow for customs duties when sourcing materiel from overseas. Some items, for example aircraft spares, are exempt from customs duty.

### **Cabinet Submission**

**6.8** Head SC Div sponsors the operational content of CDF's Cabinet Submission. The Submission will seek formal approval for the operation, its mission, concepts for the involvement of specific Australian Defence Force units, command and control arrangements and declaration of the area of operations (warlike, non-warlike, peacetime) for later determination of conditions of service. This Submission advises, in broad terms, the estimated gross costs to the portfolio and any expected recoveries.

**6.9** SC Div logistics staff coordinate the logistics aspects of the Submission, after having gained clearance of its broad financial content from RFP Div. That clearance is supported, where necessary, with financial tables produced by RFP Div (Director Costs).

**6.10** The Submission is accompanied by a draft letter, raised by RFP Div, for the Minister of Defence to send to the Minister of Finance on the subject of supplementation. In identifying estimated costs to the portfolio, this letter also identifies likely receipts for the government (eg, United Nations contributions) or for elements of Defence (eg, Multinational Force Observer contributions).

**6.11** The actual amount of supplementation is determined on a case-by-case basis from negotiations that RFP Div conducts with Department of Finance staff. As a general rule Defence recoveries are offset against Department of Finance supplementation.

**6.12** First Assistant Secretary Resources and Financial Programs will identify the cost limits that govern either the need to seek financial supplementation, or the acceptance of costs to Defence.

### **Supplementation/allocation**

**6.13** Estimates advised to Cabinet reflect anticipated years of expenditure and receipts which may span several years. Failure to address expenditure and receipts in this way may result in supplementation being provided in one financial year but not in later years.

**6.14** Actual allocation of supplementation to contributing programs is coordinated by RFP Div either through staff processes, or if needed, within the Departmental Program Management Committee.

### **Attribution**

**6.15** As part of the Strategic Logistics Planning Group's activities and production of the CDF warning order, SC Div logistics staff should arrange for a sub-ledger account code through RFP Div in order to allow for the progressive attribution of costs within the Portfolio to the operation.

**6.16** The allocation of a single complementary cost centre code should be arranged by HQAST in consultation with Australian Defence Headquarters. Such a code, if used, will aid the financial management process through the simplification of expenditure attribution and funds allocation. As funding for such operations may be supplemented from outside annual Portfolio appropriation levels, the separation of operational expenditure from normal Defence expenditure will aid overall Portfolio financial management.

**6.17** The importance of capturing costs for all operations, particularly short notice operations, to enable later supplementation/reimbursement cannot be over emphasised.

### **Allocation and management of funds**

**6.18** Once the operation has been costed, supplementation has been provided to appropriate Programs, and financial codes have been provided, the HQAST J1/4 will be responsible for managing expenditure against approved commitment. Advice may be sought from the strategic level on the ability to continue to fund the operation and specific unplanned activities as they arise.



## Reports of costs

**6.19** RFP Div staff collate actual costs for financial reporting requirements and to enable comparisons against original estimates. As part of the formal post-operations reporting, SC Div may ask DCOST to provide this information. This might not occur quickly given that expenditure may be phased over a number of financial years.

**6.20** One of the regular financial reporting requirements includes scrutiny of the yearly costs and recoveries of each operation by the Senate Legislative Committee at the times of estimates and additional estimates. DCOST provides SC Div logistics staff associated financial data for incorporation in SC Div and Vice Chief of the Defence Force briefs.

## Security

**6.21** Given the possibility of sensitivity of a specific operation and its costs, Programs asked to collect data must observe the RFP Div costing policy. All operational proposals and associated cost estimates are to be treated with the same security classification as the actual operation. Proposals to disclose cost estimates need to be cleared with RFP Div.

## Delegations and controls

**6.22** Operational level logistics planning within HQAST will include the need to consider the establishment of a financial adviser at the Joint Force Headquarters (JFHQ) or Headquarters Australian Contingent (HQASC). Should a financial adviser be deemed necessary, consultation with RFP Div and the relevant Program manager will be required.

**6.23** Financial operations at the tactical level need to comply with the Government's financial regulations from a probity and fraud point of view and withstand scrutiny. All aspects of good financial management should be a central issue to successful logistics support of an operation.

**6.24** The arrangements for lines of credit, advances/replenishment of funds, delegations etc, for use by JFHQ or HQASC will be addressed in the Commander Australian Theatre logistics plans, drawing on the advice of the component commanders, resource manager and RFP Div.

## Recovery of United Nations reimbursements

**6.25** Defence will usually seek reimbursement from the United Nations (UN) for costs incurred by Australia in support of UN operations. Department of Finance passes recoveries back to Defence against the identified activity and then compensates for any shortfall in agreed funding of that activity.

**6.26** Unanticipated or extra costs above those for which Department of Finance supplementation has already been specifically sought may be subject to specific requests for additional supplementation or the subject of debit advice note action by the Program involved. Debit advice notes are effectively accounts which are issued direct to the UN and are normally paid by the UN direct to the raising Program.

**6.27** Letters of Assist are raised by a UN mission and passed through the UN HQ New York to donor countries to provide specific supplies and equipment to the mission. Letters of Assist raised to meet an Australian Contingent requirement will normally be forwarded by HQASC to HQAST. Letters of Assist have the effect of assigning to the relevant Service Program the duties of a de facto procurement officer acting on behalf on the UN. There is still a requirement for the UN to approve the procurement method prior to actual procurement or hire. Payment against Letters of Assist is a matter between the UN and the Program concerned. Letters of Assist reimbursements are usually managed independently of regular UN reimbursements.

## CHAPTER 7

# PROVISION OF CIVIL NATIONAL LOGISTICS SUPPORT

### Introduction

**7.1** To maximise operational effectiveness, the Australian Defence Force (ADF) will need to access a wide range of national logistics resources capable of meeting various contingencies. When planning operations, civil and government agencies may be called upon to provide planning input. Planning staff therefore need to be aware of the formal and informal links which Defence has established with these agencies.

**7.2** Access to and use of the civilian infrastructure will depend on the type and extent of the threat being countered and the resources currently available within the ADF. Most contingencies will require some logistics support from the civil community.

**7.3** This chapter provides a brief overview of emergency legislation and Defence relationships with certain government departments and the civil community. As agreements and legislation are subject to frequent amendment, National Support Division (NS Div) and the Defence Force Legal Services Branch should be consulted during planning for any operation. Further information on civil infrastructure support for the ADF can be found in Australian Defence Force Publication (ADFP) 4—*Mobilisation Planning*, which draws together the concepts associated with military capability including force development, force structure and preparedness and provides a framework for mobilisation planning by Australian Defence Headquarters (ADHQ), the Services and the Department of Defence.

### EMERGENCY LEGISLATION—REQUISITION

**7.4** Authority to requisition non-Defence assets is found in section 67 of the *Defence Act 1903* and section 41 of the *Naval Defence Act 1912*. The precise extent of these powers is not well defined since neither Act has implementing regulations for the imposition of these powers.

**7.5** Should requisition be contemplated the following legislation currently exists:

- a. Section 67 of the Defence Act provides for the requisition of 'a vehicle, horse, mule, bullock, aircraft, aircraft materiel, boat or vessel or any goods', provided regulations have been made for recompense. This provision may be invoked in war and in peace.
- b. Section 69 of the Defence Act confers powers in relation to the use of land for military purposes.
- c. The *Airlines Agreement Act 1982* allows the Minister for Defence to call upon the two main domestic Australian airline fleets to provide logistics support to the ADF in time of war or 'immediate danger'.

**7.6** The extent to which this legislation will enable requisition action to proceed has not been tested. Significant research may be necessary to confirm the validity and applicability of extant legislation and regulations.

### Low level conflict

**7.7** The government may not wish to invoke sections 67 and 69 of the Defence Act during low level conflict. According to case law, the ability of parliament to pass legislation under the Defence Power (section 51(vi), *Australian Constitution Act 1900*) depends on the level of threat facing Australia. That is, the Defence Power under section 51(vi) is a unique enumerated power in that the scope of the power expands in war and contracts during peacetime. Given that threats may arise at short notice, coupled with the lack of judicial guidance in respect of Defence powers in situations short of declared war, legislative cover for extended Defence powers ought not to be anticipated.

**7.8** In contingencies facing Australia it is more likely that the ADF will lease or hire goods and services under normal commercial arrangements and planning should proceed on that basis.

## RELATIONSHIPS WITH GOVERNMENT DEPARTMENTS

**7.9** While NS Div has responsibility for advising planners on broad logistics policy issues such as customs and quarantine, actual contact on specific operational needs with relevant government departments will occur at the planning levels. For example:

- a. strategic level operational issues of customs, immigration and quarantine will be addressed by Strategic Command Division (SC Div) logistics staff;
- b. transportation agreements with government and semi-government mode operators will be arranged by Support Command Australia (SCA), and
- c. the same issues at the operational level will be addressed by the Headquarters Australian Theatre J1/4 and Commander (COMD) Theatre Joint Movement Group (JMOV Gp).

**7.10** Planning staffs need to ensure that government departments which may be affected by military operations are consulted during planning. Liaison is necessary during operations to ensure local requirements are met. Formal relationships with a large number of government departments already exist (including the Australian Customs Service and Telstra as detailed below). Some of these relationships are not, however, clearly defined and rely on prevailing circumstances to guide the level of cooperation and liaison required.

### Australian Customs Service

**7.11** In 1990, the Federal Government determined that all government departments are to pay customs duty on imports. Consequently, the Australian Customs Service is required to place all government departments, including Defence, on the same footing as private sector importers.

**7.12** During an emergency, it should not be assumed that Defence stores will initially be handled by Customs with the degree of urgency that Defence may require. Depending on the emergency and the impact customs clearance has on meeting the emergency, Defence may need to implement one or more of the following steps to facilitate rapid clearance of operationally urgent stores from overseas:

- a. gain a Ministerial waiver to allow Defence imports into Australia on a duty-free basis,
- b. arrange at the highest levels for Customs to facilitate rapid clearance of Defence imports,
- c. arrange for a bulk advance payment of customs charges to allow for immediate release of all Defence imports as they are landed, or
- d. invoke sections 40AA and/or 71B of the Customs Act.

**7.13** Sections 40AA and 71B of the Customs Act allow a Customs official to give permission to move (section 40AA) and use (section 71B) goods without first executing entry lodgment documentation required for customs clearance. When such a dispensation is granted the goods must be moved within 48 hours of their receipt and entry lodgment must still be made within a specified period.

**7.14** Liaison at the working level will assist in the speedy clearance of imports. Unless Customs' staff are made aware of the impending receipt of operationally critical consignments, they will normally be sent to commercial bond stores and will not be released until all payments are made and customs clearance formally obtained.

### Telstra/Optus

**7.15** Defence has formal links with Telstra and Optus through respective Senior Management Consultative Groups. These groups provide the formal mechanism whereby Defence strategic requirements are taken into account during the planning and construction of the national telecommunications infrastructure.

**7.16** When planning for operations, Commander Australian Theatre should consider a diverse range of technical communication matters such as allocation of frequencies, maintenance of circuits and cabling. Headquarters (HQ) Defence Communications Group will provide telecommunications advice as required. ADHQ will provide assistance on new capability requirements as needed.

## Fuel

**7.17** In a national emergency, the *Liquid Fuels Emergency Act 1984* provides the Minister for Primary Industry and Energy with wide powers to direct the management of stockholdings. In this regard Defence is identified under the Act as a priority user for the defence of Australia. Under the Act, the Minister:

- a. determines the period of the emergency and advises each State/Territory Energy Minister;
- b. specifies organisations as essential/high priority users of specific fuel products and as bulk customers of relevant fuel corporations;
- c. determines the quantities of fuel type and locations that corporations are to maintain as a reserve; and
- d. directs corporations to refine fuel by type and quantity, and to develop bulk allocation procedures.

**7.18** The Department of Primary Industry and Energy provides consultative/coordinative interfaces between itself, Defence, States and the oil industry. Defence access to the National Fuels Emergency Organisation is through NS Div. Defence Instruction (General) LOG 07-3—*Management of Fuel during Periods of Shortage or Supply Disruption* specifies the committee relationships between Federal and State government authorities, and Defence agencies at corresponding levels.

**7.19** The aim of these relationships is to ensure that Defence needs are met in order to support an operation. Overall and ongoing Defence requirements are advised by NS Div to Department of Primary Industry and Energy based on the priorities specified by SC Div to meet ADF mobility needs. This means that in times of serious need, SC Div will convene a Strategic Logistics Planning Group (SLPG) to specifically address the support of the ADF with liquid fuels. For this purpose, the SLPG will also address needs for oils and lubricants.

## RELATIONSHIPS WITH THE CIVIL COMMUNITY

**7.20** Defence relationships with the civil community have become more significant with the impact of the Defence Commercial Support Program and the continuing interrelationship of other factors including:

- a. Defence involvement in setting industry standards;
- b. the large annual expenditures by Defence for logistics support, consumables and major capital equipment;
- c. formal Defence involvement in industry associations;
- d. Defence involvement in civil training courses, seminars etc; and
- e. the Defence Industry Committee.

**7.21** Such relationships include formal non-legislative relationships such as contracts, signed agreements and Defence participation on civilian working parties and associations.

**7.22** The ADF's dependency on logistics support from the civilian infrastructure is such that formal support arrangements must be established as part of ADF logistics business systems.

### Provision of transport services—memoranda of understanding

**7.23** While there are sections of Commonwealth acts that could allow requisition of transport services (such as section 67 of the Defence Act) it is unlikely that the government will agree to impose requisitioning powers except to meet higher level Defence contingencies. The Department of Defence needs appropriate arrangements to provide civil transport resources in time of Defence need (including exercises). Formal and binding arrangements are difficult to negotiate in non-specific circumstances.

**7.24** NS Div has raised a number of memoranda of understanding (MOU) with selected civilian transport mode operators to establish an agreed framework within which future contracts would be arranged. They provide for points of contact, coordinating procedures, general finance and security arrangements and other arrangements which the Government may enter into to indemnify the operators against non-insurable financial risks.

**7.25** The MOU guarantee that the signatory will consider a request from Defence for support in a range of contingency and/or exercise situations. However, they acknowledge that the civilian operator has the prerogative to decline a request from Defence and that the provision of any Service from civilian resources may be arranged on a commercial basis.

**7.26** Based on parallel planning processes at the strategic and operational level, SC Div logistics staff will become aware of the need for chartering/acquisition of certain transport capabilities. When addressed within the SLPG, SC Div logistics staff will provide strategic guidance on the subjects of chartering road, rail, air and sea transport, as well as the acquisition of ships and their conversion. Further, SC Div logistics staff will need to advise NS Div of the need to pursue dormant MOU with transportation agencies for specific operational needs. As these requirements will have to be funded, SC Div logistics staff will need to arrange for cost estimates to be included in bids for financial supplementation.

**7.27** These memoranda must be replaced by legally binding contracts for the type, volume and level of transport and other logistics support required by the ADF. To accomplish this, the ADF must develop precise user requirements and task definitions to allow effective contract negotiations. The actual contracts will be arranged by SCA. Once arranged, the contracts will be available for use by SC Div logistics staff and COMD Theatre JMOV Gp as appropriate.

#### **Defence manufacturing capabilities**

**7.28** An increasing number of companies are now providing a defence manufacturing and repair capability. Australian Defence Industries is the sole local provider of strategically important capabilities such as munitions manufacture and some specialist aspects of ship refit and repair. Certain equipment and ammunition can, however, only be sourced from overseas and, frequently, the long lead times required to supply these strategically important items will place a heavy reliance on reserve stocks to meet increased short-term requirements.

**7.29** SC Div logistics staff, through SLPG analysis, will need to liaise with Strategic Policy and Plans Division and the single-Service HQs to provide adequate warning of anticipated requirements for both readiness and sustainment—in order that surge capabilities can be arranged within ADF organisations and Defence-related industry.

**7.30** In regard to drawing upon the wider national industrial base, military access to the Defence Industry Committee is through Head Strategic Policy and Plans Division. Such access will again be based on advice of requirements from SC Div logistics staff. The committee, comprising representatives of civil industry, commercial companies, banks, unions, defence-related industry and the Defence department, advises the Minister of Defence on strategic issues affecting Australian industry's capability to support the national defence effort.

#### **Civil administration**

**7.31** Normal civil administration, such as maintaining public utilities, health services, port facilities, fire services etc, will continue to operate in an area of operations (AO) if a 'business as usual' policy is being maintained. Close liaison with these authorities will therefore be required at the planning stage and throughout the conduct of operations. In addition, Federal Government responsibilities in matters such as immigration will continue and liaison with appropriate government departments by planning staff may be warranted.

#### **Civil health infrastructure**

**7.32** The ADF will rely heavily on the national infrastructure, particularly for strategic medical evacuation and major treatment facilities in the Australian support area (ASA). At the national level, access to the civil health care infrastructure will be coordinated by Surgeon General ADF through the Defence Health Consultative Group—a committee comprising representatives from Defence, Federal Departments of Health and Veterans' Affairs, and national medical, dental and nursing associations.

### **Civil fire services**

**7.33** The ADF has limited integral fire services and will rely heavily on State and Territory fire services for the protection of Defence facilities in the ASA. The fire protection of facilities by civil fire services should be coordinated at the local level by unit and area commanders in consultation with uniformed Defence fire services personnel.

### **Police powers**

**7.34** Legislation does not exist to allow ADF personnel authority to exercise police powers or powers similar to those under State Emergency Services Acts, eg, arrest, search, civilian evacuation and traffic control. Close liaison with local police and State governments is necessary when responding to any low-level threat in populated areas. Control of an operation may be undertaken by the civil police, in which case command and control arrangements may be coordinated through a civil defence/police unit rather than a military HQ.

### **Industrial law**

**7.35** The normal system of industrial law will continue to apply, unless the threat to Australia becomes so serious that the government decides to declare a state of Defence emergency and to implement alternative regulations. Except where the government provides otherwise, Federal and State awards will continue to apply and workers will retain normal industrial rights, including the right to strike.

### **Administrative law**

**7.36** Administrative law is concerned with the procedures for administrative decision making and the means by which aggrieved citizens can seek review of administrative decisions. Defence decision making in any emergency will require use of discretionary powers by administrative officers. Laws embodied in legislation such as the *Administrative Appeals Tribunal Act 1975*, the *Ombudsman Act 1976* and the *Administrative Decisions (Judicial Review) Act 1976* will remain in force and Defence personnel will be bound by their provisions.

**7.37** Administrative law will impact upon such diverse matters as immigration, freedom of movement, security of information, compensation, equal opportunity, discrimination, harassment and control of aliens. It is in these diverse and specific matters that planners may need to seek legal counsel when planning for operations.

### **Law of armed conflict**

**7.38** The law of armed conflict will impact on such matters as the status of civilians who perform logistics support activities, eg, medical evacuation, fuel supply etc and the logistics considerations associated with the handling of refugees and prisoners of war. The number of civilian personnel in the AO will increase as more traditional combat support tasks are contracted out or commercialised. Detail on the status of these persons can be found in The Hague and Geneva Conventions, associated Protocols. Guidance on the employment of civilians within the AO is also contained in ADFP 4.

## CHAPTER 8

# PROVISION OF INTERNATIONAL LOGISTICS SUPPORT

### Introduction

**8.1** Australia pursues a self-reliant policy in terms of capabilities and infrastructure, but this does not necessarily translate into achieving self-sufficiency. Consequential bilateral agreements pursue the issue of access to other nations' resources in times of emergency or conflict. These formal agreements take the form of either treaty status, Cooperative Defence Logistics Support Agreements (CDLSA) or other lesser arrangements such as memoranda of understanding (MOU), supply support arrangements or logistics support arrangements. Defence Instruction (General) (DI(G)) LOG 05–1—*International Cooperative Logistics Arrangements* provides policy guidance on each type of agreement or arrangement and their application.

**8.2** Australia has in place CDLSA with the United States and New Zealand and is pursuing conclusion of such agreements with other major allied nations with whom Australia regularly exercises or operates. A range of MOU and logistics support agreements are in place with regional nations and further agreements of this type are being pursued with other nations. DI(G) LOG 05–1 identifies the range of current bilateral agreements.

### Policy considerations

**8.3** In general terms, international cooperative logistics agreements entered into by Australia may provide:

- a. policy, general guidelines and legal authority for logistics cooperation between the signatories;
- b. authority for a range of cooperative logistics efforts which can be implemented through a series of specific administrative arrangements;
- c. logistics policy provisions that are reciprocal in nature; and
- d. operative policy provisions which apply in both peacetime or contingent circumstances but within appropriate national laws and regulations.

**8.4** Policies associated with international cooperative logistics agreements and implementing arrangements (IA) must recognise that obtaining support through these instruments is not a simple process, particularly for short notice operations. Support may prove difficult to obtain if the correct documentation is not in place or the headquarters/agency providing/authorising the support is not familiar with the process.

### Negotiation of international cooperative logistics agreements

**8.5** The Head National Support Division (NS Div) is responsible for negotiating and concluding all international cooperative logistics agreements. Headquarters Australian Theatre (HQAST) is responsible for providing policy advice on implementing and managing the arrangements.

### Implementing arrangements

**8.6** International cooperative logistics agreements and other arrangements contain the broad policy guidance under which cooperative logistics activities occur. Once in place, cooperative agreements and arrangements are implemented via a subordinate activity-specific or standing administrative arrangement. These administrative arrangements are generically referred to as IA. IA, which are supplementary to the parent international cooperative arrangement, relate to a specific requirement for logistics support and contain additional detail, terms and conditions required for the provision of such logistics support.

## Negotiation of implementing arrangements

**8.7** HQAST is responsible for overseeing the establishment of IA to meet one time or standing needs for operations or exercises. The authority to conduct negotiations and sign agreements is delegated under DI(G) 05-1 to individual Service offices or operational commands as appropriate to the activity. Strategic Command Division (SC Div) oversees IA for conformance to Strategic Policy and Plans Division policy and to satisfy SC Div's requirements. The Director of Agreements within Defence Corporate Support provides legal advice to HQAST and SC Div logistics staff and retains the original signed Australian copy of each IA in accordance with DI(G) ADMIN 48-1—*International Agreements and Arrangements*. Intelligence Policy section retains overall responsibility for policy advice on behalf of Strategic Policy and Plans Division.

**8.8** HQAST staff are responsible for ensuring current CDLSA/lesser arrangements and associated IA are used where practicable in appropriate combined exercise programs to verify the capabilities of mutual support. This is achieved through developing combined force logistics objectives to test cooperative agreements and including their evaluation in the Exercise Analysis Plan.

**8.9** IA with the United States (US) for operational/exercise activities are established pursuant to the Acquisition and Cross-Servicing Agreement (ACSA). This is an agreement based on US domestic law to allow the US to exchange support with its allies. The ACSA provides the US with the legal basis to pursue its operational and exercise needs under the broader AS/US CDLSA.

## Host nation support agreements

**8.10** In the combined force environment, where one force is lodged in, transiting through or operating from the territory of the other, a further agreement needs to be used that extends beyond the military/Defence capability focus of the CDLSA into support from the national infrastructure. While NS Div has responsibility for negotiating such agreements, HQAST is responsible for their operational application through Theatre Administrative Planning Group analyses and, where possible, for testing them in an exercise environment.

**8.11** Allied nations expect that such agreements will be in place in the event of their forces operating from Australia in times of significant conflict.

**8.12** Such agreements are expected to specify the supported nation's needs and the supporting nations' capabilities, capacities and plans to satisfy them. Areas to be covered, from both the ADF and civil infrastructure, include:

- a. terminal management;
- b. force reception;
- c. onward movement and transportation;
- d. sustainment through provision of specific classes of supply;
- e. communications and information systems;
- f. engineering;
- g. maintenance;
- h. medical/dental;
- i. labour relations and services; and
- j. security.

## Annexes:

- A. [Implementing guidelines on the Cooperative Defence Logistics Support Agreement with the United States of America](#)
- B. [Implementing guidelines on the Cooperative Defence Logistics Support Agreement with New Zealand](#)



# IMPLEMENTING GUIDELINES ON THE COOPERATIVE DEFENCE LOGISTICS SUPPORT AGREEMENT WITH THE UNITED STATES OF AMERICA

## Purpose

1. This annex provides policy guidance for negotiating and establishing implementing arrangements (IA) under the cooperative defence logistics support agreement (CDLSA) with the United States of America.

## Agreement

2. The CDLSA provides a framework under which specific legally binding logistics arrangements may be entered into to implement the agreement.

## Responsibilities

3. Head National Support Division has Australian Defence Force responsibility for the CDLSA. Strategic Command Division logistics staff are responsible for providing policy advice including interpretation on the cooperative logistics activities which can be conducted under the CDLSA.

4. Headquarters Australian Theatre (HQAST) is responsible for providing guidance on negotiating and executing IA which are designed to support operations and exercises.

## Application

5. The CDLSA is worded to give legal and political authority for the complete spectrum of logistics activities conducted between Australia and the United States.

## Supplementary arrangements

6. Article (xv) of the CDLSA allows for supplementary arrangements to be established as necessary to implement the CDLSA. Such supplementary arrangements may expand on issues relating directly to various aspects of cooperative logistics support, supplies and services and may cover issues such as providing medical and dental services.

## Implementing arrangements

7. As required by article (vii) of the CDLSA, an Acquisition and Cross Servicing Agreement (ACSA) was signed between Australia and the United States on 30 August 1990. By means of a subsequent amending agreement signed on 17 January 1991, the geographic applicability of the ACSA was made world-wide rather than being confined to North America and the area assigned to the Commander-in-Chief, United States Pacific Command.

8. The ACSA is supplementary to the CDLSA and is designed to facilitate reciprocal logistics support between the armed forces of the United States (US) and Australia primarily during combined exercises, training, operational deployments or any other cooperative military activity. It is also designed to cover unforeseen circumstances or exigencies in which the recipient may have a need for logistics support. The ACSA does not allow for the provision of:

- a. certain types of munitions,
- b. support or services reasonably available from Australian or US commercial sources, and
- c. materiel or services which are able to be acquired from the US through exclusive foreign military sales procedures under the Arms Export Control Act.

9. In specific circumstances, a supplementary IA may be needed to set out the individual arrangements and procedures necessary for the provision of cooperative logistics support during a particular activity carried out under the ACSA. Such IA may be a permanent standing arrangement or a specific purpose arrangement limited to the length of the activity. As the ACSA is a contract governed by US domestic law, IA should be similarly designated.

## **Acquisition and Cross Servicing Agreement and Foreign Military Sales**

10. There are several advantages to using the ACSA in lieu of the foreign military sales (FMS) system. Logistics support and supplies can be exchanged between Australian and US components within an area of operations as required. In addition, goods are paid for after delivery eliminating the necessity for prepayments and circumstances where unused finances are tied up for substantial periods.

11. The ACSA is a reciprocal agreement which means that the US forces can be provisioned from Australian sources and vice versa. In the event of hostilities or periods of tension, the ACSA can be used pending the stocking of the supply pipeline through FMS sources. The FMS system will continue to be used for normal provisioning which falls outside the provisions of the ACSA.

## **Negotiation of implementing arrangements**

12. HQUEST is responsible for overseeing the negotiation of all IA used to support operations and exercises. The authority to conduct negotiations is vested in Australian Defence Headquarters (ADHQ) division heads, individual Service chiefs and joint commanders undertaking the activity. The IA should be signed by the Program Manager (or delegate) or by the Commander Australian Theatre (COMAST)/Joint Force Commander responsible for the activity.

13. An IA may be negotiated for either a specific operation or activity or a set period (the latter known as standing IA).

14. Negotiation responsibilities include:

a. **ADHQ:**

- (1) nominate the Headquarters/Service or COMAST/Joint Commander (JC) who is to be responsible for negotiating, preparing and signing the IA;
- (2) identify which other Services/JC need to be involved;
- (3) identify the US organisation with which to negotiate; and
- (4) provide advice, guidance and assistance as required.

b. **Designated responsible party:**

- (1) establish contact with US counterpart;
- (2) negotiate and agree mutual support including methods of payment and authorised officers/organisations;
- (3) prepare and staff the implementing arrangement to HQUEST for clearance; and
- (4) obtain necessary signatures and issue the IA.

c. **Service offices:**

- (1) assist responsible party as required, and
- (2) arrange all financial aspects including procedures for payment and cost recovery.

## **Transfer of support to a third party**

15. Under the terms of the CDLSA, parties to the agreement will not transfer to a third party, either temporarily or permanently, by any means, any logistics support, supplies or services obtained from each other without prior written consent of the original supplying party.

## **Detriment**

16. In all cases, logistics support or services are to be provided at no detriment to the effectiveness of the supplying party.

**Costing**

17. Article (xii) of the CDLSA requires each nation, when providing logistics support, to cost Defence articles and services at full cost. Both parties have agreed that under full-cost pricing neither party will realise a financial gain or loss.

**Financial provisions**

18. The detailed arrangement, implementation and reconciliation of all financial aspects is a single-Service responsibility, irrespective of who is charged with negotiating the agreement.

**Methods of payment**

19. For the transfer of logistics support the parties should negotiate payment by one of the following methods:

- a. **Reimbursable transaction.** The supplying party is to submit invoices to the receiving party (in the currency specified by the supplying party) after delivery or performance of the logistics support or service.
- b. **Exchange transaction.** The receiving party is to transfer to the supplying party logistics support that is agreed between the parties to be of equal monetary value to the logistics support delivered, or performed, by the supplying party.
- c. **Replacement-in-kind.** The receiving party is to provide replacement logistics support of an identical, or substantially identical nature, to the supplying party in accordance with the agreed replacement schedule within an agreed time from the date of the initial transaction.

20. Payment frequency is to be established when negotiating the IA.

**Priority for supply or provision of services**

21. The Australian authority with operational control of an operation or exercise will normally assign US forces a force activity designator appropriate to that operation or exercise. Reverse arrangements for Australian forces to have access to the US Defence supply system may be required for specific operations or exercises.

**Order form**

22. The mutual logistics support order/receipt form is to be used to record all transactions. The mutual logistics support form provides the accounting basis for reconciliation purposes.

## IMPLEMENTING GUIDELINES ON THE COOPERATIVE DEFENCE LOGISTICS SUPPORT AGREEMENT WITH NEW ZEALAND

### Purpose

1. This annex provides policy guidance on using the cooperative defence logistics support agreement (CDLSA) with New Zealand (NZ) and on negotiating and establishing implementing arrangements (IA) necessary to support operations and exercises. This annex should be read in concert with the *Handbook for Implementing the Australia–New Zealand Cooperative Defence Logistics Support Agreement*.

### Applicability

2. IA are designed to facilitate reciprocal logistics support between military forces in an area of operations. IA should not be used as a routine or normal source for logistics support. Rather they should be used for unforeseen circumstances or exigencies based on operational expedience or cost/benefit considerations. Commercial support should be used before accessing the other country's logistics systems.

3. In any operation cooperative support arrangements operate at the lowest level at which appropriate costing and accounting action can be taken. The provision of supplies and materiel from the retail level, where consumption is assumed and accounting ceases, is the lowest level applicable to this arrangement. Ultimately, the responsibility for such decisions rests with the operational commanders.

### Responsibilities

4. Head National Support Division has Australian Defence Force responsibility for the CDLSA. The Director International Logistics Coordination is responsible for providing policy advice including interpretation on cooperative logistics activities which can be conducted under the CDLSA.

5. Headquarters Australian Theatre (HQAST) is responsible for providing guidance on the negotiation and implementation of IA supporting operations and exercises.

### Negotiation of implementing arrangements

6. HQAST is responsible for overseeing the negotiation of IA used to support operations and exercises. The authority to conduct negotiations is vested in Australian Defence Headquarters (ADHQ) division heads, individual Service chiefs and joint commanders undertaking the activity. The IA should be signed by the Program Manager (or delegate) or by Commander Australian Theatre (COMAST) or other commander responsible for the activity.

7. An IA may be negotiated for either a specific operation/activity or a set period. A skeleton IA that may be used as a basis for negotiation appears in the Australia/NZ CDLSA handbook.

8. Negotiation responsibilities include:

a. **ADHQ:**

- (1) nominate the Headquarters/Service or COMAST/Joint Commander who is to be responsible for negotiating, preparing and signing the IA;
- (2) identify which other Services/JC need to be involved;
- (3) identify the NZ organisation with which to negotiate; and
- (4) provide advice, guidance and assistance as required.

b. **Designated responsible party:**

- (1) establish contact with NZ counterpart;
- (2) negotiate and agree mutual support including methods of payment and authorised officers/organisations;

- (3) prepare the IA for review and clearance by HQAST; and
- (4) obtain necessary signatures and issue the IA.

c. **Service offices:**

- (1) assist the designated responsible party as required, and
- (2) arrange all financial aspects including procedures for payment and cost recovery.

### **Transfer of support to a third party**

9. Under the terms of the CDLSA, parties to the agreement will not transfer to a third party, either temporarily or permanently, by any means, any logistics support, supplies or services obtained from each other without prior written consent of the original supplying party.

### **Detriment**

10. In all cases, logistics support or services are to be provided at no detriment to the effectiveness of the supplying party.

### **Costing**

11. Details of costing arrangements for the provision of logistics support and government services are contained in chapter 12 of the *Handbook for Implementing the Australian–New Zealand Corporative Defence Logistics Support Agreement*.

### **Financial provisions**

12. The detailed arrangement, implementation and reconciliation of all financial aspects is a single-Service responsibility, irrespective of who is charged with negotiating the agreement.

### **Methods of payment**

13. For the transfer of logistics support the parties should negotiate payment by one of the following methods:

- a. **Reimbursable transaction.** The supplying party is to submit invoices (in the currency specified by the supplying party) to the receiving party after delivery or performance of the logistics support or service.
- b. **Exchange transaction.** The receiving party is to transfer to the supplying party logistics support that is agreed between the parties of equal monetary value to the logistics support delivered, or performed, by the supplying party.
- c. **Replacement-in-kind.** The receiving party is to provide replacement logistics support of an identical, or substantially identical nature, to the supplying party in accordance with the agreed replacement schedule within an agreed time from the date of the initial transaction.

14. Payment frequency is to be established when negotiating the arrangement.

### **Priority for supply or provision of services**

15. The Australian authority with operational control of an operation or exercise will normally assign NZ forces a force activity designator appropriate to that operation or exercise. Reverse arrangements for Australian forces to have access to the NZ Defence supply system may be required for specific operations or exercises.

### **Recording of transactions**

16. The parties will use host nation forms to demand, receipt and record all transactions.

## CHAPTER 9

# ROYAL AUSTRALIAN NAVY LOGISTICS SYSTEM

### Introduction

**9.1** This chapter describes how the Royal Australian Navy (RAN) applies fundamental logistics principles, functions and elements to attain the basic goal of operational force readiness. Naval logistics is a complex weave of systems within systems, which encompass planning, materiel acquisition, maintenance, engineering, movement, finance, health and personnel service support.

**9.2** The ability of deployed naval forces to accomplish their missions is linked directly to the strength of the logistics chain and the quality of support it provides, especially when resources are limited. Both peacetime operations and naval warfare demand that effective logistics support be in place and functioning under all conditions.

### Strategic logistics

**9.3** Strategic logistics requirements are determined by Australian Defence Headquarters and procured by the Defence Acquisition, Support Command Australia and Corporate Support programs. Commander Support Australia (COMSPTAS) supports naval forces by;

- a. using Navy's sustainment requirements and activity levels, in conjunction with Maritime Commander Australia (MCAUST)/Naval Component Commander (NCC), to develop materiel usage rates associated with each role and task and then determining operational and reserve stockholding requirements;
- b. meeting the materiel readiness priorities advised by MCAUST/NCC; and
- c. in conjunction with MCAUST/NCC, developing the means for measuring the materiel readiness and sustainment aspects of each Force Element Group.

### Support Command Australia

**9.4** COMSPTAS achieves this support through the Support Commander—Navy, who is functionally arranged to support the many classes the RAN operates. These classes are supported by Class Logistics Offices (CLO) who are responsible for the logistics outcomes outlined in Service Level Agreements. Service Level Agreements are negotiated between the CLO and Force Element Group (FEG) commanders to ensure that the CLO maintain and support the platforms for the life of the class, to the operational requirements determined by FEG Commanders.

### Operational logistics

**9.5 Personnel and manpower.** The N1 organisation in Headquarters Australian Theatre (HQAST) is the NCC/Maritime Commander's principle personnel and manpower adviser for all fleet units. N1 is responsible for:

- a. human resource management including personnel, plans and policies;
- b. personnel distribution and management including the utilisation of reserves for contingency operations;
- c. input to total force naval manpower management including peacetime mobilisation manpower requirements;
- d. overseeing financial and non-financial conditions of service issues;
- e. civilian human resource management;
- f. in conjunction with Head Defence Personnel Executive (HDPE) and Commander Training—Navy, identify the factors affecting personnel readiness and develop remedial programs where necessary;

- g. in conjunction with Commander Training—Navy and category sponsors, identifying and addressing training deficiencies which impact on preparedness; and
- h. in conjunction with HDPE, implement policies to ensure that priority is given to filling all sea-going billets with appropriately qualified personnel.

**9.6 Logistics.** Operational logistics involves the N4 organisation within HQAST and is the NCC/Maritime Commander’s principal logistics agent for all fleet units. N4 is responsible for:

- a. setting and monitoring ship’s logistics preparedness targets including endurance levels for all classes of supply;
- b. formulating logistics plans for the coordinated logistics readiness and sustainability of FEGs;
- c. developing performance measurement doctrine to quantify actual effectiveness and readiness of logistics support for the achievement of Navy outputs;
- d. providing the primary interface with the Surface Combatant and Auxiliary Support Force CLO on logistics preparedness requirements;
- e. providing advice on the optimum level of support required from COMSPTAS to meet operational availability requirements and through-life support,
- f. monitoring stock levels afloat and ashore, in particular operating and reserve stocks including petroleum, oil, lubricants and ammunition; and
- g. measuring the efficiency and effectiveness of the supply of material to all fleet units.

### Functional areas

**9.7** The RAN administration system can be broken down into the following seven functional areas which are detailed at [annex B](#):

- a. Supply,
- b. Movements,
- c. Health Services,
- d. Maintenance,
- e. Manpower and Personnel,
- f. Food Services, and
- g. Finance.

### Logistics planning

**9.8** Planning for joint operations within the Australian Defence Force is discussed in detail in Australian Defence Force Publication 9—*Joint Planning* and is also discussed in [chapter 3—‘Joint logistics planning’](#) of this publication.

### Logistics operations

**9.9** Major fleet unit’s deploy self-contained. For broad planning:

- a. spares allowances are computed to allow 90 days stockholdings at operational usage rates;
- b. provisions stocked to allow for approximately 45 days (dependent on the class of ship) at sea;

- c. ammunition stocks are based on the physical constraints of the vessels magazines while the composition will depend on the forecast mission; and
- d. fuel requirements are based on a ship's total bunker capacity and stability requirements. RAN ships endeavour to remain fuelled and stored to the maximum practicable levels to maintain optimum flexibility.

**9.10** Deployed units maybe resupplied from either a Logistics Support Element (LSE) ashore, or an afloat support unit attached to the task group (TG). Resupply may also be conducted from military units of foreign countries with whom Australia has cooperative arrangements. Minor War Vessels such as patrol boats and landing craft, deploy with comparatively smaller amounts of spares and provisions, constrained by the size and configuration of the ship. These ships require the support of a shore base to provide both intermediate and long-term maintenance and support facilities. Australian Book of Reference (ABR) 5287—*RAN Logistics Planning Data Manual* details capabilities, capacities and support requirements for all fleet units.

**9.11** Shore-based forward support, such as that provided by a LSE, is essential to coordinate the complex arrangement of logistics and administrative requirements of operational units and to provide a terminal for logistics lines of communication from Australia. Planning should recognise that Army elements maybe required to secure and defend the LSE.

**9.12** Afloat support is provided by an underway replenishment ship or group of ships. This group is capable of replenishing surface naval ships with fuels, ammunition, water, victuals, stores and spares. These ships in turn could be supplemented and supported by chartered merchant vessels, including tankers modified to enable underway astern refuelling of naval ships. The RAN has the following afloat support ships available for use in a TG:

- a. HMAS SUCCESS—all classes, underway replenishment (*unrep*) and vertical replenishment (*vertrep*);
- b. HMAS WESTRALIA—fuel, provisions and general cargo, *unrep* (for provisions and cargo Light Jackstay only); and
- c. HMA Ships TOBRUK, MANOORA and KANIMBLA, all classes *vertrep* and alongside.

**9.13** Additional afloat support is conducted from within the TG in the form of urgent material screening processes. This involves the appointment of a Material Control Officer and enables ships within the TG to obtain spare parts, urgently required on one ship, that may be available for redistribution from another ship.

**9.14** TG commanders need to be aware of restrictions implied by a lack of maintenance facilities in or near the area of operations (AO). This includes berthing (such as tugs and wharfage) and slip or dry dock facilities for primary hull and underwater fitting repair, survey and maintenance. Ships maintenance cycles require specific maintenance routine scheduling that may require the use of these facilities. During operations of extended duration the requirement for depot level maintenance and the lack of suitable port facilities near the AO may result in the necessity to withdraw a particular unit. The deployment of a LSE consisting of maintenance personnel and facilities could alleviate this problem to some extent. Battle damage repair (BDR) beyond the ability of a ship to rectify maybe undertaken at any appropriate facility, although containers and material to effect emergency ship repair maybe pre-positioned at an LSE.

**9.15** When mounting the maritime aspects of a campaign the commander will need to coordinate all activities to ensure the arrival of the force in the theatre at a level of preparedness that will enhance the likelihood of a successful outcome. Elements of preparedness include readiness, response times and sustainability. Ships and submarines are stored and crewed for combat during peacetime, although they are likely to require reprovisioning before they deploy to ensure full stocks are carried. Preparation time will depend on the readiness of individual units. In addition, naval units may require their capability to be enhanced for particular operations.



## Forward support

**9.16** RAN units which deploy from established naval infrastructure for lengthy periods need special support considerations. In normal peacetime deployments these needs are met by the staff of Australian missions (Defence/Naval attaches where appointed) in the country visited, with assistance in many circumstances from a ship's advance liaison officer travelling ahead of the ship. In operations and exercises, however, such arrangements will rarely be suitable because of the nature and tempo of the operations. In these circumstances, shore-based forward support will be provided in a number of different forms suited to the situation and operating profile of the force. This will be in the form of one of the following which are detailed at [annex C](#):

- a. Logistics Support Element;
- b. Forward Support Unit;
- c. Mobile Operational Technical Unit—Marine Engineering;
- d. Mobile Operational Technical Unit—Weapons Electrical; or
- e. Mobile Logistics Support Force.

## Tactical logistics

**9.17** Tactical logistics functions include maintenance, BDR, engineering, fuelling, arming, materiel movement, sustaining, personnel and health services. It is organic to a task force and generally consists of the supply department of a major fleet unit or the operational logistics department of a force element group.

## Prime reference material

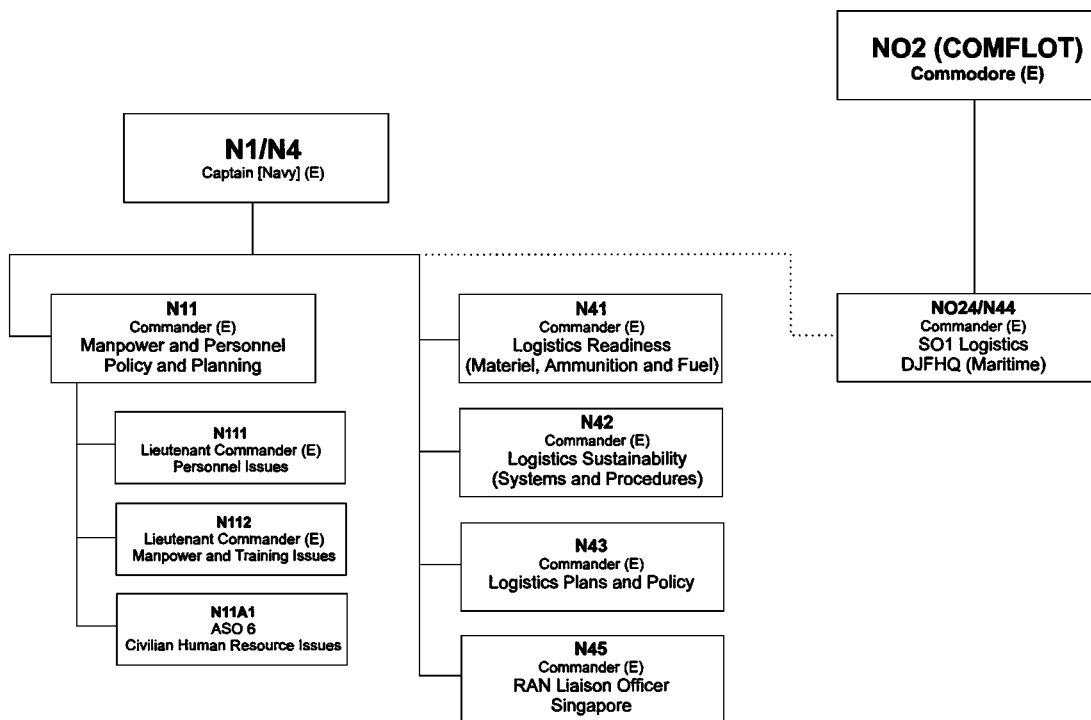
**9.18** The following documents provide RAN logistics planning and policy information:

- a. ABR 5287 volume 1—*RAN Logistics Planning Data Manual*
- b. ABR 5287 volume 2—*RAN Logistics Planning Manual—Ammunition Outfits*
- c. ABR 5454—*RAN Logistics Support Policy Manual*
- d. ABR 1991 volume 1—*RAN Health Services Manual*
- e. NAVSUPMAN 2 (ABR 4)—*Manual of Stores Management in HMA Ships and Establishments*
- f. AFTP 1—*Maritime Command Orders (MARORDS)*
- g. DI(G) LOG 06-4—*Australian Defence Force (ADF) Reserve Stockholding Policy*
- h. DI(N) LOG 43-1—*The Mobile Operational Technical Unit—Marine Engineering*
- i. DI(N) ADMIN 70-1—*Fleet Intermediate Maintenance Activity*
- j. DI(N) LOG 88-2—*The Mobile Operational Technical Unit—Weapons Electrical*
- k. AFTP 4F—*Australian Fleet Training Instructions*
- l. COMBEXAG V (F)—*Combined AUSCANZUKUS Exercise Agreement*

## Annexes:

- A. [Headquarters Australian Theatre naval component—N1/N4 structure](#)
- B. [Functional areas—Royal Australian Navy Administration](#)
- C. [Royal Australian Navy deployable logistics support units](#)

## HEADQUARTERS AUSTRALIAN THEATRE NAVAL COMPONENT—N1/N4 STRUCTURE



### N4 structure

1. The N4 organisation is structured along the following lines:
  - a. N41—Logistics Readiness;
  - b. N42—Logistics Sustainability (Systems and Procedures);
  - c. N43—Logistics Plans and Policy;
  - d. N44—Staff Officer Grade 1 (SO1) Logistics Deployable Joint Force Headquarters (DJFHQ) (Maritime); and
  - e. N45—RAN Liaison Officer, Singapore.

### Roles and responsibilities

2. **Logistics Readiness (N41).** N41 is responsible to N4 for the following:
  - a. statement of the operational requirement for the availability of Maritime Commander Australia (MCAUST)/Headquarters Australian Theatre (HQAST) Naval Component (NC) assets (operational availability and operational sustainability requirements);
  - b. monitor, advise and act as the MCAUST/NC principal logistics agent regarding:
    - (1) supply of material for all ships and bases,
    - (2) stock levels afloat and ashore,
    - (3) petrol, oil and lubricants support of naval forces afloat and ashore,
    - (4) transportation of personnel and material, and
    - (5) ammunition.

- c. provide principal MCAUST/NC interface to all Class Logistic Offices on readiness status; and
- d. In conjunction with Commander Support Australia (COMSPTAS), develop the means of measuring and addressing material safety, readiness and sustainment deficiencies in each force element group (FEG). Determining the priority for rectifying deficiencies is to involve a process of risk analysis which is to be weighted towards units at short-readiness notice.

**3. Logistics Sustainability (N42).** N42 is responsible to N4 for the following:

- a. liaising with project staff in relation to MCAUST/NC logistics requirements;
- b. developing NC supply support standards applicable to new equipment, systems and procedures;
- c. developing criteria for acceptance of supply support aspects of new equipment, systems and procedures;
- d. sponsoring MCAUST/NC afloat logistics systems and procedures;
- e. addressing in Service logistics support issues associated with current equipment, systems and procedures;
- f. liaising with relevant authorities regarding development of new supply capabilities;
- g. staffing MCAUST/NC supply issues;
- h. assisting COMSPTAS in using Navy's sustainment requirements and activity levels to develop materiel usage rates associated with each role and task as a tool to determine operational and reserve stockholdings;
- i. liaising with Headquarters Support Command Australia (HQSCA) to meet material readiness priorities advised by MCAUST; and
- j. in conjunction with HQSCA, developing the means of measuring the materiel readiness and sustainment aspects of each FEG.

**4. Logistics Plans and Policy (N43).** N43 is responsible to N4 for the following:

- a. coordinating logistics requirements to support fleet operations;
- b. formulating logistics plans for wartime and crisis coordinated logistics support;
- c. implementing improvements to coordinated logistics support based on lessons learned and analysis of exercise/crisis/conflict; and
- d. staffing MCAUST/NC input to logistics doctrine.

**5. SO1 Logistics DJFHQ (Maritime).** SO1 Logistics DJFHQ (Maritime) is responsible to Commodore Flotillas and N4 for the following:

- a. conducting supply department management audits, operational readiness evaluations, sea checks and training readiness evaluations for all assets allocated to the Naval Component Commander;
- b. overseeing the management/performance of the supply departments of HMA fleet units, liaising with commanding officers/staff officers as appropriate;
- c. providing professional logistics guidance to all fleet units and monitor adherence to the supply aspects of Australian Fleet Tactical Publication (AFTP) 1 and AFTP 4F;
- d. heading Supply Sea Training Group;
- e. acting as J4 as required with the MC DJFHQ;
- f. acting as Naval logistics planner for DJFHQ (Land);

- g. acting as Officer-in-charge Logistic Support Element as appropriate; and
- h. providing feedback to N4 regarding deficiencies in logistics readiness and sustainability for Maritime Headquarters units.

**6. Royal Australian Navy Liaison Officer (RANLO) Singapore.** RANLO Singapore is responsible to N4 to provide operational, logistics and administrative support for HMA ships visiting Singapore or operating in the local region. In addition, provide support to HMA ships operating in other regions of South-East Asia.

## FUNCTIONAL AREAS—ROYAL AUSTRALIAN NAVY ADMINISTRATION

1. **Supply.** *Receive, store, issue and resupply materiel for conducting naval operations.* Provisioning and stockholding in the Royal Australian Navy (RAN) is based on the principle that Muff's function as self-contained and self-sufficient units, subject to set endurance levels. These endurance levels are determined by usage/failure rates with insurance spares held for critical equipment. Australian Book of Reference 5287—*RAN Logistics Planning Data Manual* details capabilities, capacities and support requirements for all fleet units and establishments.
2. The RAN inventory is maintained to provide stocks in support of:
  - a. equipment maintenance, principally repair and overhaul, but also including specific activities such as installation, test and trial and calibration;
  - b. particular operational and organisational functions including items such as navigational, lifesaving, rigging, furniture and fittings, galley and diving equipment;
  - c. specific support requirements such as ammunition, fuel, clothing and provisions; and
  - d. general housekeeping functions using low cost material.
3. Defence Instruction (General) LOG 06-4—*ADF Reserve Stockholding Policy* defines the Australian Defence Force (ADF) stockholding policy and identifies the ADF inventory as two categories Operating or Reserve stocks. The RAN maintains Operating stocks either onboard its ships, ashore in some establishments or at the Defence National Storage and Distribution Centre. Apart from high use consumables like food, fuel, ammunition and general domestic items, the Navy's inventory is a product of maintenance policies and their requirements.
4. **Movements.** *The movement of units, personnel, equipment and supplies from the point of origin to the final destination.* Movements involve the deployment of forces and equipment within the Australian support area (AO), into an AO, within the AO, and from an AO to the AO. It includes the in-theatre reception, movement of personnel and equipment to and from ships and medical evacuation.
5. **Health services.** *Support the health of the military force.* Health support capabilities of the RAN, and procedures for planning and providing health support to maritime operations are detailed in Australian Defence Force Publication 53—*Health Support*. To support large operations afloat medical support is provided by a level three (initial wound surgery) medical facility embarked in an appropriate RAN or commercial ship. Level three afloat in support of ADF operations is principally provided by a Primary Casualty Reception Facility (PCRF) in a Landing Platform Amphibious or can be embarked in another appropriate RAN or commercial ship. The PCRF will be activated in support of ADF operations or activities, when the expected casualties or activity requires surgical and medical treatment that is beyond the organic health support of other deployed units. Details of health support provided by a level three facility are contained in ADFP 53. Health service staff:
  - a. provide health advice to the Naval Component Commander (NCC)/Maritime Commander Australia (MCAUST);
  - b. provide input to health support to theatre operations;
  - c. exercise technical control over health support;
  - d. implement health policy;
  - e. provide input to the Theatre Health Planning Group;
  - f. provide input to the preparation of joint health intelligence assessments;
  - g. conduct health surveillance;
  - h. provide support to strategic casualty evacuation and medical regulation within the Australian Theatre;
  - i. manage health logistics;
  - j. provide post-operational analysis of health support;

- k. maintain health readiness in the Naval Component;
- l. monitor the preparedness of health support capabilities;
- m. develop health support capabilities; and
- n. provide input to the development of operational health; policy, doctrine, individual health standards, quality health care practice, health information systems, and human science research requirements.

**6. Maintenance.** *Those actions necessary to preserve, repair and ensure continued operation and effectiveness of naval platforms and their components.* Naval maintenance philosophy employs a capability tiered structure with the following three levels:

- a. **Organisational level maintenance.** That which consists of the unit level inspections, servicing, adjusting, repair and assembly. It is generally conducted without outside assistance.
- b. **Intermediate level maintenance.** Usually performed by the Fleet Intermediate Maintenance Activities, which are under the control of MCAUST (see DI(N) ADMIN 70-1—*Fleet Intermediate Maintenance Activity*). Maintenance at this level requires a greater range of resources than are allocated for organisation level maintenance.
- c. **Depot level maintenance.** Depot level maintenance is provided at facilities which are generally in fixed locations within a support area. Maintenance could be provided under either commercial contracts or by Navy facilities, as in the case of most ammunition and guided weapon maintenance. Depot level maintenance, which is managed by Commander Support Australia, includes equipment overhaul, rebuild and refit activities.

**7. Manpower and personnel.** *Those services necessary to maintain personnel support, mandatory training, rotation of personnel, morale, quality of life and the associated administration.* Maintains personnel records, pay, promotions, postings, Chaplaincy support, billet prerequisite training, personnel rotation, discipline and welfare support.

**8. Food services.** *The furnishing of meals for naval personnel.* All services associated with the ordering, preparation and serving of meals, including all financial aspects associated therewith.

**9. Finance.** *Finance is an integral part of all six elements of the RAN logistics system.* The scope of finance extends beyond the payment of accounts and includes all cost capture, foreign currency exchange and international funding arrangements. Finance is discussed in further detail in [chapter 6—'Finance'](#) of this publication.

## ROYAL AUSTRALIAN NAVY DEPLOYABLE LOGISTICS SUPPORT UNITS

### Logistics Support Element

1. The support provided by a Logistic Support Element (LSE) is essential to coordinate the myriad logistics and administrative requirements of operational units and to provide a terminal for the logistics lines of communication (LofC) from Australia.
2. The nature of shore-based forward support will vary depending on the number of operational units involved and the nature and duration of operations. Where practicable, shore-based forward support in an area of operations (AO) should be a coordination function, drawing on local resources and existing infrastructure (including that established by allied military forces) where possible. This will be a major determining factor in establishing the number and location of LSE. The LSE could be a single-person detachment or a large element of personnel, incorporating several detachments where necessary.
3. Command and control of the LSE will vary depending on the nature of the operation and the forces involved. Initially, the LSE will be raised and equipped by Commander Support Australia in cooperation with Maritime Commander Australia (MCAUST)/NCC. On commencement of operations, where the joint force (JFC) commander is afloat and a headquarters has not been established ashore, MCAUST/NCC (or designated lead joint commander (JC) if not MCAUST/NCC) will have command of the LSE. This will avoid communications difficulties and reduce the administrative workload of the commander afloat. Where the JFC establishes a HQ ashore in the AO, the LSE should be under command of that commander.
4. When a LSE is established within a combined AO, close liaison by the commander LSE is to be maintained with appropriate allied logistics agencies.
5. The function of a LSE is to provide limited shore-based support to naval ships and aircraft deployed to an AO remote from Australian Defence Force (ADF) bases. Its roles are to:
  - a. undertake supply support and arrange maintenance support (with a detachment from Mobile Operational Technical Units if deployed);
  - b. provide a theatre terminal for the logistics LofC from Australia;
  - c. provide an interface with local and area Service, commercial and civil authorities;
  - d. arrange berthing and ship-side services;
  - e. arrange the provision of accommodation, messing and movement of transient personnel;
  - f. arrange the provision of motor transport support for visiting ships and aircraft;
  - g. arrange the provision of a limited safe hand mail and general mail service;
  - h. arrange for logistics requisitions and all other contract services;
  - i. provide self-administration;
  - j. arrange port medical facilities; and
  - k. act as a communications link/base for minor fleet units as required.
6. In addition to the above, a LSE which is established within an AO in a foreign country may also be responsible for the following:
  - a. arrangement of airport services and other Royal Australian Air Force logistics requirements and payment for these as required;
  - b. assistance in visa processing for ADF transients;
  - c. assistance to Australian missions for processing of diplomatic clearances for visiting ships and aircraft;

- d. provision of casualty management assistance including hospitalisation, medical evacuation and return of remains to Australia;
- e. assistance in the transportation and storage of ammunition;
- f. provision of administrative support to ADF personnel operating with allied forces;
- g. establishment and maintenance of liaison with allied forces logistics organisations;
- h. establishment of a secure communications link with Australia and the task group (TG) operating in the AO; and
- i. acting as a point of contact for Australian Accredited Correspondents working in the AO.

**7.** For limited operations it is conceivable and often practicable for the logistics support function to be contracted to a recognised ship husbanding agent. Further information on the requirements of a LSE is contained in chapter 14 of Australian Book of Reference 5287—*Royal Australian Navy Logistics Planning Data Manual HMA Ships and Establishments*.

**8.** The Royal Australian Navy (RAN) has currently developed two forms of forward support that exist to support force element groups (FEG) when they deploy. These are:

- a. Mine Counter Measures Forward Support Unit (MCM FSU), and
- b. Royal Australian Navy Liaison Office—Singapore.

#### **Mine Counter Measures Forward Support Unit**

**9.** The MCM FSU operates on exercises and operations in support of Australian Mine Warfare and Clearance Diving (COMAUSMINDIVFOR) FEG assets, when they deploy away from their home port. It consists of a FEG Operational Logistics Coordinator, a FEG Operations and Plans Cell, and a FEG Operational Logistics Cell. In addition, it has a Mobile Operational Technical Unit—Mine Warfare (MOTU-MW) for maintenance assistance. Their responsibilities lie with the planning, deployment, sustainment and redeployment of the FSU into an AO.

**10.** The FSU provides the COMAUSMINDIVFOR assets with the organic logistics capability for sustained operations. This is in the form of:

- a. personnel and Administration services,
- b. health services,
- c. food services,
- d. maintenance support,
- e. accommodation, and
- f. command, control and communications (C3).

**11.** In addition to this, the Australian Clearance Diving Teams when operating away from their base for a protracted period will either be supported by the MCM FSU or they will establish a Forward Operating Base (FOB). The FOB provides, accommodation, health services, limited C3, and food services.

**12.** RANLO—Singapore roles and responsibilities have been discussed elsewhere in this chapter.



**Mobile Operational Technical Unit—Marine Engineering**

13. The Mobile Operational Technical Unit—Marine Engineering (MOTU–ME), is a uniformed specialised technical services organisation which was established in December 1995. The organisation consists of approximately 22 Marine Technical sailors under the control of the fleet marine engineering officer through the officer-in-charge MOTU–ME.

14. The aims and objectives of MOTU–ME are to:

- a. improve the performance of the marine engineering systems in surface ships of the RAN by providing specialist teams to assist ships' staffs,
- b. function as a technical services organisation in support of MCAUST/NCC, and
- c. foster development of diagnostics and monitoring techniques in support of improved systems engineering.

15. The MOTU–ME is located at Garden Island, Sydney NSW and comprises three technical elements. They are the:

- a. Fleet Condition Assessment Unit, which consists of three cells:
  - (1) Diesels;
  - (2) Vibration Analysis; and
  - (3) Oil Analysis;
- b. Fleet Pneumatic Specialist Team; and
- c. Guided Missile Frigate (FFG) Propulsion Control System (PCS) Trainer.

16. The MOTU–ME comprises a centre of excellence where Senior Sailors form a fly away diagnostic team of experts that can be used to extend the logistics sustainability of a force. The roles of MOTU–ME are:

- a. diagnosis of defects to assist ships' companies in analysing system problems;
- b. investigation, development and implementation of condition assessment procedures and methods for mechanical systems throughout the Fleet, in order to accurately identify maintenance requirements;
- c. provision of assistance in pre-lighting off examinations;
- d. provision of specialist training facilities and at sea training for:
  - (1) pneumatic controls,
  - (2) FFG PCS operation,
  - (3) boiler water treatment training, and
  - (4) condition monitoring and assessment of machinery;
- e. conduct of technical investigations;
- f. provision of technical assistance to Maritime Headquarters desk officers; and
- g. provision of assistance in the coordination and conduct of in-service trials.

**Mobile Operational Technical Unit—Weapons Electrical**

17. The Mobile Operational Technical Unit—Weapons Electrical (MOTU–WE) is the uniformed combat system engineering service organisation located on the east and west coasts of Australia. MOTU–WE is part of the Engineering Division of Maritime Headquarters (MHQ)/NCC and is directly responsible to the fleet weapons electrical officer.

- 18.** The aim of MOTU-WE is:
- a. to improve the performance of surface Fleet combat systems by providing specialist assistance to ship's staff in defect isolation, system tuning and problem solving; and
  - b. to function as a combat system engineering service organisation in support of the Fleet.
- 19.** The MOTU-WE also comprises a centre of excellence where Senior Sailors form a 'Fly away' diagnostic team of experts that can be used to extend the logistics sustainability of a force. The activities they perform are listed in Defence Instruction (Navy) LOG 88-2—*The Mobile Operational Technical Unit—Weapons Electrical* and include the two main tasks:
- a. assist ship's staff with defect diagnosis; and
  - b. assist MHQ/NCC type desks in Urgent Defect management by providing specialist technical assistance and advice.

### **Mobile Logistics Support Force**

- 20.** A Mobile Logistics Support Force (MLSF) is composed of an underway replenishment group and a mobile support group (MSG). Afloat support for a naval task force or TG is provided by an URG. This group is capable of replenishing surface naval ships with fuels, ammunition, water, victuals, stores and spares. These ships could be supplemented by chartered merchant tankers, specially modified to enable underway astern refuelling of naval ships.
- 21.** Support for the URG is provided by a MSG, which would primarily consist of chartered merchant vessels. They would rendezvous with the URG in a low-threat environment for the transfer of fuel and stores. The MSG could also contain maintenance/depot ships, salvage vessels, tugs and floating docks.
- 22.** Replenishment and support of the MLSF within a forward area may need to be coordinated by the LSE, as directed by MCAUST/NCC, the lead JC/JFC as appropriate.

## CHAPTER 10

# ARMY LOGISTICS SYSTEM

### Introduction

**10.1** The Army logistics system operates across a continuum. The logistics continuum is an integrated network of logistics processes, systems, installations and organisations that provide for the timely flow of logistics support across and within the strategic, operational and tactical levels of war. The core of land force logistics is a distribution system that manages the timely flow of materiel and services from the supplier to the customer.

**10.2** The Army logistics system focuses on the functions of command, control, communication, intelligence, distribution, materiel support, personnel support and support engineering to raise, mobilise, deploy, sustain, reconstitute, redeploy and demobilise combat forces. The outcomes from these functions must be realised with optimum capital investment and operating costs. Personnel management and the internal management of organisations are not functions of the Army logistics system.

**10.3** The Australian Army uses the term 'combat service support' (CSS) for logistics support provided to combat forces within the area of operations (AO). The Australian Army usage of CSS differs from the North Atlantic Treaty Organisation definition which includes personnel management.

### Levels of support

**10.4** The Australian Army plans combat service support across the logistics continuum based on the inherent capabilities of units to provide a level of support to either themselves or other units. The need for continuity of support to operations often precludes the direct delivery of materiel and services from suppliers in the Australian support area (ASA) to combat units in the field. Logistics resources and activities are therefore established at unit, formation, force and base levels to provide an appropriate depth of logistics support and an assured level of responsiveness. These layers are described as levels of logistics support and are defined as follows:

- a. **Unit level.** Logistics resources and activities organic to a unit.
- b. **Formation level.** Logistics resources and activities provided to units within an AO by logistics units organic to a formation.
- c. **Force level.** Logistics resources and activities provided by a logistics support organisation tasked in support of an Australian Defence Force (ADF) or combined force.
- d. **Base (Depot) level.** Logistics resources and activities provided by, or through, the ADF logistics organisation permanently established in the ASA.

**10.5** Immediate support to operations is provided at unit level with the depth and range of logistics support progressively increasing at successive levels. Formation level support will most likely be provided at brigade/task force level, in the form of an administrative support battalion. Force level support is usually provided by the Logistics Support Force (LSF).

**10.6** The LSF comprises a number of logistics units which can be task organised depending on the needs of a particular operation, combat force or joint force area of operations (JFAO). Base level support is provided by permanent logistics installations and facilities, usually located in the support area.

**10.7** Base level support elements may operate in the AO for limited periods, generally when force level assets are not deployed or when it is feasible and economical to deliver direct from base level. In some cases base level units may already be operating in a designated AO.

**10.8** The levels of logistics support are components of a flexible and dynamic integrated network that form the logistics continuum. They are not a rigid structure permitting logistics support to flow only sequentially from one level to another. Nor is it necessary that logistics support should flow sequentially from one level of support to another. Wherever practical, force and even formation level support will be bypassed, if this provides the optimum means of delivering materiel and services to combat troops.

## Planning logistics support

**10.9** Planning for the conduct of joint operations is discussed in detail in Australian Defence Force Publication (ADFP) 9—*Joint Planning* and is also discussed in [chapter 3—‘Joint logistics planning’](#) of this publication. The Army does, however, have a separate level of planning carried out by Headquarters Support Command Australia (HQSCA) which is discussed in the following paragraphs.

### Planning within Support Command Australia

**10.10** Commander Support (Army) is responsible for the provision of base logistics support to deployed Army forces on operations. This responsibility can and does extend to the provision of support to other Services and agencies as required. Advice of impending operations is provided by Army Headquarters (AHQ). Within HQSCA, Operations Branch has prime responsibility for initial logistics planning. A member of this group will represent HQSCA at Army and joint planning conferences.

**10.11** A Support Command planning group is formed for each operation, chaired by Colonel Operations. The logistics planning group is responsible for the conduct of the initial logistics appreciation and the development of the outline plan. During the appreciation process, factors are constantly checked with AHQ and the Land Component Commander to ensure logistics planning is in concert with the operational concept. The completed outline plan, once approved, is forwarded to Headquarters Australian Theatre (HQAST) to ensure compatibility with the joint force concept for operations.

**10.12** Operations Branch will conduct a staff check to ensure that the outline plan is valid in regard to information given in the warning order (WGNO). The Support Command WGNO will then be issued to relevant Support Command units to allow for concurrent activities to occur. A further appreciation for the allocation of assets is carried out by Operations Branch and a detailed plan produced.

**10.13** Resource requirements are identified at this stage. Those resources required for land lines of communication (LofC), operations and movement control, which are external to Support Command, are passed to the Land Component Commander at HQAST for resolution.

**10.14** On receipt of the Chief of Army operation order (OPORD), or the joint force OPORD, Operations Branch will adjust the Support Command logistics support plan where necessary. Operations Branch will then issue the base level logistics support operation order.

### Command, control, communications, intelligence and information management

**10.15 Command, control, communications and intelligence (C3I).** C3I are the core elements that tie all logistics functions together into one integrated system. Effective C3I optimises command and control of logistics activity to enable effectiveness, robustness and efficiency.

**10.16 Information management.** Information is a key resource. It is critical to the C3I function and to the process of making reasoned and balanced decisions. The process of information management connects all other logistics processes and provides for a seamless, integrated logistics system. Commanders and staff are unable to properly exercise their responsibilities unless information is provided to them in a timely, accurate, relevant and comprehensive form. As a corollary, it is incumbent upon commanders and staffs to clearly define their information requirements.

**10.17 LofC operations.** LofC operations involve the movement of materiel and personnel along the air, land and sea routes that connect the ASA with the AO. Army responsibilities, which lie primarily with the road and rail modes of transport, include:

- a. establishment and maintenance of the land LofC;
- b. command, control and communications;
- c. operation of staging areas to provide catering, accommodation, health, refuelling, repair and maintenance support; and
- d. recovery of vehicles and equipment.

### Distribution

**10.18** Distribution is the process of planning, organising and controlling the flow of personnel, materiel and services. It integrates demand, procurement, inventory management, warehousing, transport, movements, financial management and information management.

**10.19** All parts of the logistics continuum are focussed on and driven by the capability-related outcomes required by combat elements. All activities are viewed as part of one operation and must provide the effective flow of materiel and services from suppliers to the point of use or consumption, to conform with customer requirements.

**10.20 Demands.** A unit raises a demand on the logistics system through their supporting logistics unit. The demand is processed and either issued from stock, or if stock is unavailable, procurement action is undertaken. In some cases the demand may be satisfied by a contracted supplier with delivery being made direct to the customer from the supplier. Where operationally feasible, units are provided with direct unit funding to procure goods and services.

**10.21 Procurement.** The function of procurement is to obtain goods and services for both combat and support purposes. The procurement function applies the principles of value for money, open and effective competition, accountability, responsibility and risk management. Value for money in procurement requires a balance between effectiveness and efficiency while responsibility and accountability encompass issues such as direct unit funding.

**10.22 Inventory management.** This is the planning, organising, and control of materiel within the distribution system to satisfy user demands. It determines the range and location of stocks, focuses on optimising inventory and operating costs and includes the processing of demands, cataloguing, accounting, requirements determination, issue, receipt, and disposal. The Army inventory is divided into the following broad categories:

- a. **Combat supplies** (classes 1, 3 and 5). Stocks of combat supplies are based on forecast consumption rates taking due account of costs, shelf life, maintainability, provisioning lead times and economic order quantities.
- b. **Principal items** (class 7). Stocks of principal items to be held by the logistics organisation are predetermined by the operations staff to satisfy capability requirements within resource constraints. Principal items may be held as attrition stocks, in loan pools or in repair pools.
- c. **Usage based items** (classes 2, 4, 6, 8, 9 and 10). Stocks of usage based items depend upon past usage patterns, costs, shelf life, maintainability, provisioning lead times and economic order quantities. Some items such as camp stores may be held in loan pools.

**10.23 Warehousing.** The function of warehousing is to provide a suitable environment for the receipt, storage and issue of items in the inventory. Warehousing practices must ensure that, despite varying periods and conditions of storage, stocks are maintained in a fit condition to be consumed or operated by combat troops.

**10.24 Transport support.** Transport support is one of the key sub-processes of distribution. A combat force is invariably provided with transport support by a mix of transport modes, each possessing inherent capabilities and limitations. Transport operates between terminals at which cargo or personnel are loaded, unloaded or handled between modes of transport. These terminals must be efficiently managed as they are choke points which can impede the flow of personnel and materiel. The theatre Joint Movement Group (JMOV Gp) is responsible for the provision of terminal organisations to coordinate movement through road, rail, air and sea terminals.

**10.25** Movement and transport are sub-processes of the distribution function within an integrated logistics system. Movements staff are responsible for planning and resource allocation while Royal Australian Corps of Transport personnel control and operate Army surface transport (other than unit transport), and provide movement control, terminal, postal and Army aspects of air logistics support to the Army.

**10.26** Movement is characterised by competing demands for limited transport resources and for access to routes with restricted capacity. Frequently, priorities change and movement plans have to be adjusted. Centralised control at the highest possible level enables the activities of movement and transport agencies to be effectively coordinated and optimum use made of available resources.

**10.27** Planning, coordinating and conducting movement within the ASA in support of joint operations is the responsibility of the theatre JMOV Gp. Detail is contained in ADFP 21—*Movements in Support of Operations*.

**10.28 Catering.** Catering support involves the provision of meals and, along with mail, has the potential to exercise a disproportional influence on the morale of ADF combat forces.

**10.29 Financial management.** This is the function of bidding for, allocating, expending and controlling financial resources in support of defined outcomes. From a logistics viewpoint, financial management is concerned with the application of funds to provide sufficient materiel, personnel services and support engineering services, on time, and at the right place to support land operations.

### **Maintenance**

**10.30** Materiel support is the process of planning, procuring, organising and controlling the availability of materiel, this process incorporates maintenance engineering, materiel maintenance, recovery and salvage of equipment. Materiel maintenance provides the action necessary to retain materiel in a serviceable condition or to restore it to serviceability. It includes inspection, testing, servicing, preservation, classification as to its serviceability, repair, modification, rebuilding, and reclamation.

**10.31** Recovery is the process of extricating an equipment casualty from where it has become disabled or defective and moving it to where repair is to be effected, or from where it can be returned to the support area. The Army classifies equipment maintenance and recovery into four levels of maintenance support and three grades of repair (these define how difficult the repair task is). The levels of maintenance support are similar to those general levels of support described in [paragraph 10.4](#). The grades of repair are further defined as follows:

- a. **Unit repair.** Those minor repairs involving adjustment and quick replacement of components and minor assemblies.
- b. **Field repairs.** Those repairs involving assembly and module replacement and some limited repairs to assemblies and modules.
- c. **Base repairs.** This involves repairs to components and includes equipment overhaul and rebuild.

### **Personnel support**

**10.32** The Army logistics system provides personnel support for the efficient employment, wellbeing and discipline of personnel. It excludes personnel management, which is the process of planning, organising and controlling the recruitment and career development of personnel, the manning of organisations and Service conditions including pay and allowances.

**10.33** The functions of personnel support include all of the following:

- a. health support;
- b. military police;
- c. chaplains;
- d. legal advice;
- e. postal services;
- f. welfare support;
- g. amenities;
- h. canteens support;
- i. mortuary support (graves registration and records maintenance);
- j. reinforcements;
- k. prisoners of war;
- l. stragglers; and
- m. refugees.

**10.34 Health support.** Army is responsible for provision of:

- a. medical and dental treatment facilities and convalescent and rehabilitation facilities in the land AO and along the LofC where surface evacuation is employed, and
- b. forward aeromedical evacuation and surface evacuation in the land AO.

**10.35** The levels of health support provide a structure for the treatment and evacuation of casualties, but it is not mandatory that patients are transferred sequentially from one level to the next. The health of patients is of paramount importance and, provided evacuation facilities are available and the operational circumstances permit, casualties should ideally be moved to the medical facility where they can receive the required level of treatment and post-operative support.

**10.36** Health support treatment capabilities and procedures for planning and providing health support to land operations are detailed in ADFP 53—*Health Support*.

### Support Engineering

**10.37** Military engineering embraces a variety of functions and, in one form or another, enters into most activities undertaken by the Army. Military engineering is classified as either:

- a. combat engineering, or
- b. support engineering.

**10.38** The categories of support engineering are:

- a. **Horizontal and vertical engineering.** Horizontal and vertical engineering tasks include:
  - (1) the construction and maintenance of airfields, landing zones, bridges, railways, roads and ports; and
  - (2) the construction and maintenance of living and working accommodation such as camps, hospitals, workshops and storage facilities.
- b. **Essential services.** Essential services are those services necessary for the effective operation of facilities. They include:
  - (1) the generation and reticulation of electricity;
  - (2) the provision of lighting;
  - (3) the winning of water, its storage and delivery through pipelines;
  - (4) the provision of storage and reticulation facilities for fuel;
  - (5) the provision and distribution of cooling or heating within a facility;
  - (6) the provision of refrigeration; and
  - (7) the provision of sewerage, drainage and waste disposal mechanisms.
- c. **Environment management services.** Environmental management services include the assessment, prevention and repair of damage caused by waste disposal, heavy traffic, noise or excessive use of natural resources. The objective is to minimise damage and restore conditions to the original state. It relies on careful management, foresight, an understanding of the activities that cause damage and available mechanisms for prevention and repair.
- d. **Protection.** Support engineering may provide protection to logistics elements commensurate with the threat. Protection tasks include:
  - (1) assistance with the construction of strong points, road blocks and vehicle checkpoints;
  - (2) large-scale camouflage and concealment of logistics installations;

- (3) large scale deception measures;
  - (4) nuclear, biological and chemical decontamination and construction of permanent collective protection shelters;
  - (5) fire protection; and
  - (6) explosive ordnance disposal.
- e. **Winning natural resources.** Natural resources to be won include water and construction materials.

**10.39** Support engineering is conducted mainly behind forward manoeuvre elements and is primarily concerned with meeting the mobility and general engineering requirements of the logistics elements. Support engineering tasks tend to be more permanent than combat engineering tasks and are usually designed with future developments in mind.



## CHAPTER 11

# ROYAL AUSTRALIAN AIR FORCE LOGISTICS SYSTEM

### Introduction

**11.1** The system providing the logistics support by which air operations are created and sustained is multi-faceted and must be carefully coordinated to ensure the timely and efficient allocation, distribution and maintenance of resources to support the Royal Australian Air Force peacetime and wartime mission. The Air Commander Australia has responsibility for ensuring support is provided to operational units but Support Command Australia (SCA) and Corporate Support programs are the primary provisioners of materiel and garrison support respectively.

**11.2** Support Commander (Air Force) [SPTCOM(AF)] within SCA is responsible for the development of sustainment plans in support of large-scale, long-term or rapid-force expansion operations and has responsibility for higher level planning involving support of air operations by logistics management units. Detailed logistics planning for air operations is carried out by Headquarters Air Command.

**11.3** This chapter provides a brief description of the logistics system providing support for RAAF elements involved in operations.

### ELEMENTS OF SUPPORT

**11.4** At the operational level, logistics support for air operations consists of health support, engineering, maintenance and supply, with supply made up of technical and non-technical items.

#### Health support

**11.5** Details of RAAF health support responsibilities, capabilities and procedures for planning and providing health support to Australian Defence Force (ADF) operations are detailed in Australian Defence Force Publication (ADFP) 53—*Health Support*.

#### Engineering

**11.6** Technical integrity of RAAF technical equipment is managed by SCA. SPTCOM(AF) is the sole RAAF Design Approval Authority (DAA) and is responsible for the regulatory and procedural framework by which engineering is applied in support of RAAF operations. The DAA has responsibility for ensuring the allocation of design responsibility and the technical acceptability of an item intended for RAAF use.

#### Maintenance

**11.7** The RAAF maintenance philosophy is based on two levels of maintenance:

- a. **Operational maintenance (OM).** OM is undertaken by the unit operating the equipment and includes regular servicings and limited repairs (frequently by component replacement). When equipment is deployed for operations/exercises, unit personnel to perform OM also deploy.
- b. **Deeper maintenance (DM).** DM is any maintenance undertaken by other than the operating unit. Maximum use is made of civilian infrastructure wherever possible. As DM facilities are seldom located in the area of operations (AO), equipment or components are likely to be returned to the Australian support area or sent overseas for DM.

#### Non-technical supply support

**11.8** **Established bases.** Each RAAF base where aircraft are based has a Combat Support Squadron (CSS) which provides a range of services to home-based and transient customers:

- a. **Garrison support.** Accommodation, clothing and personnel services (pay, legal, amenities).

- b. **Medical support.** Each base has a health support flight providing medical and dental support. RAAF hospitals are located at Richmond and Laverton.
- c. **Supply support.** Logistics support flights are responsible for the receipt, storage, issue, stores accounting, disposal, distribution and local procurement of domestic items, including fuel and explosive ordinance in support of their base. The Logistics Support Flight (LSF) is responsible for mechanical equipment maintenance and also provides a storage and distribution service for technical items managed by weapon system logistics management (WSLM) units.
- d. **Operational support.** Operational support flights provide a range of support services including: communications, air movements terminal, air traffic control, security and fire fighting.

**11.9 Bare bases.** Bare bases exist in northern Australia and if activated, a CSS, composed of personnel shadow-posted to established bases, deploys to provide the range of services listed in [paragraph 11.8](#). Maximum use of the local infrastructure is made for resupply. The following elements of the Combat Support Group can provide specialist assistance:

- a. 1 Combat Logistics Squadron has personnel to assist with the activation and maintenance of bare bases,
- b. 1 Air Terminal Squadron may be called on to establish air terminal services,
- c. 1 Combat Communications Squadron is able to provide a deployed communications suite,
- d. 3 RAAF Hospital, and
- e. 1 Airfield Defence Wing.

**11.10 Deployed locations.** If a forward operating base is established at a location other than a bare base; 1 Combat Logistics Squadron, supplemented as required by other ADF and allied elements, would provide the necessary base support. Deployment reserve stocks are held by the Defence National Storage and Distribution Centre for sustainment of deployed forces.

**11.11 Unit deployments.** Non-technical supplies deployed with operational units will depend on the level of support available at the deployed location. Units may deploy with stores to be self-sufficient for a short period until base support can be established. Unit domestic stocks are complemented in the AO by caches and ready-use kits pre-positioned by 1 Combat Logistics Squadron. Air Headquarters has overall responsibility for the management of those deployed caches and, in consultation with the units, in determining their composition.

**11.12 Provision of air base support.** The provision of Force Element (FE) logistics support at an air base is achieved through the medium of a Logistics Support Request (LSR). An LSR is to be submitted by the deploying FE to the applicable host air base or authority for activating a bare base no later than six weeks (where practicable) prior to deployment. Air bases are to advise the deploying FE of the availability of requested logistics support within two weeks of receiving the respective LSRs. An example of an LSR is in [annex B](#).

### Technical supply support

**11.13 Unit holdings.** Units deploy with operational viability resources which comprise flyaway kits allowing independent operations for the squadron or unit for a specified period and level of operations.

**11.14 Operational wings.** Operational wings may hold reserve stocks of repairable items and consumable items. These stocks are normally held at the home base of the applicable Force Element Group (FEG) but may be deployed into the AO with the operational wing. Operational wings are:

- a. 41WG, Surveillance and Control Group, RAAF Williamtown;
- b. 81WG, Tactical Fighter Group, RAAF Williamtown;
- c. 82WG, Strike Reconnaissance Group, RAAF Amberley;
- d. 84WG, Air Lift Group, RAAF Richmond;

- e. 86WG, Air Lift Group, RAAF Richmond; and
- f. 92WG, Maritime Patrol Group, RAAF Edinburgh.

**11.15 WSLM units.** SCA(AF) has a number of WSLM units, each supporting specific weapon systems. WSLM units are collocated with the applicable FEG, wherever practical, and provide the following support for technical equipment:

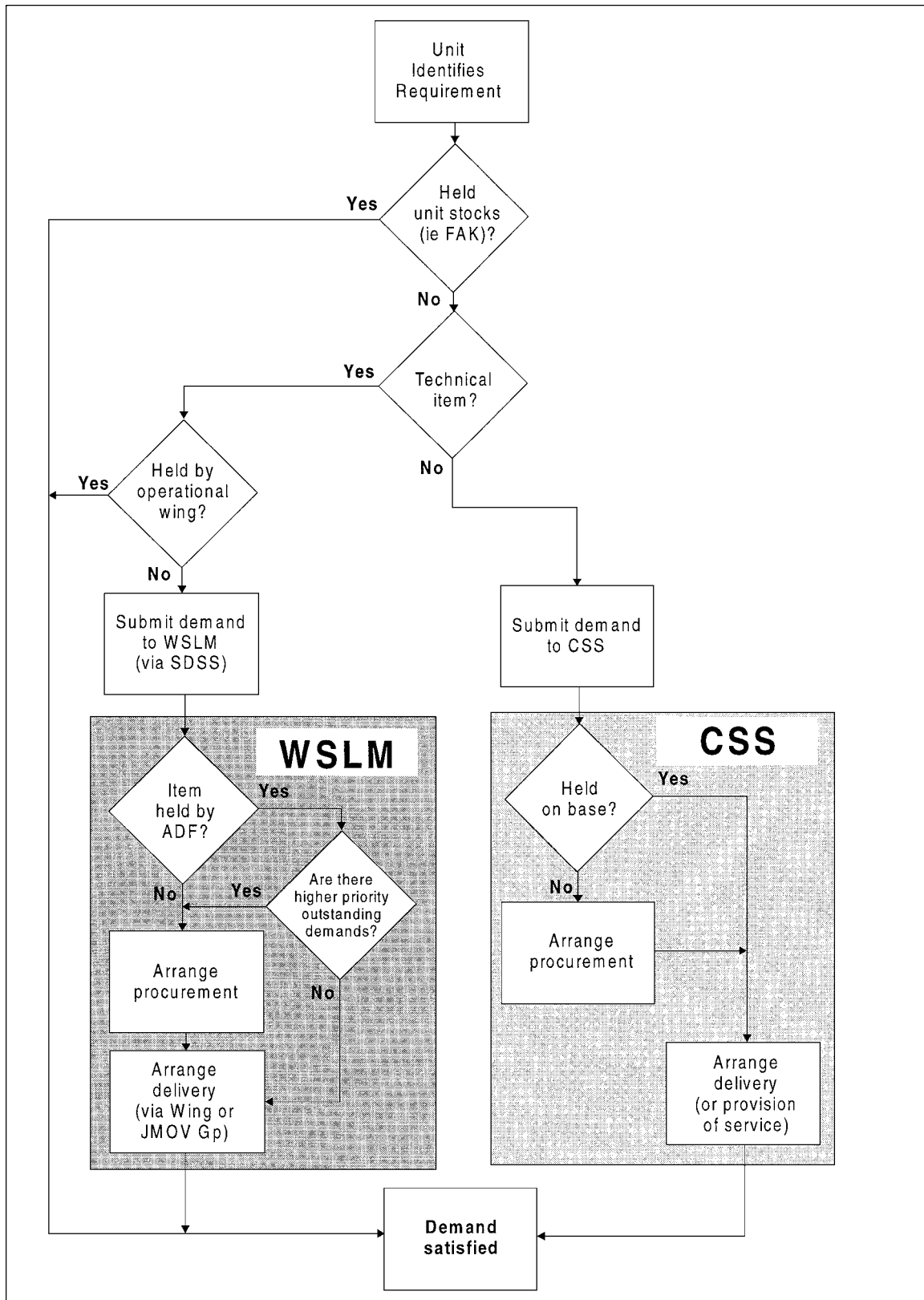
- a. **Engineering and maintenance support.** Engineering and deeper maintenance support will be provided by WSLM personnel or through contracts arranged by the WSLM. Engineering advice provided to operational units is authoritative and prior WSLM approval is required to deviate except for reasons of operational necessity (this exemption is NOT available during exercises).
- b. **Supply support.** Consumable and repairable items are procured by WSLM supply item managers and repairable item managers who are generally responsible for management of the ADF stocks for specific items. The supply and repairable item managers arrange for the items to be delivered to the appropriate CSS for storage or on-forwarding to user units. Supply support to deployed units may be provided direct, through the operational wing or a CSS.

**11.16 Annex A** is a schematic chart depicting the interrelationship between the various elements of the RAAF supply system.

**Annexes:**

- A. [Royal Australian Air Force supply system](#)
- B. [Logistics support request](#)

# ROYAL AUSTRALIAN AIR FORCE SUPPLY SYSTEM



## LOGISTICS SUPPORT REQUEST

**OPERATION/EXERCISE** \_\_\_\_\_ **UNIT** \_\_\_\_\_.

DEPLOYMENT DATES: ..... DEPLOYED LOCATION: .....

**A.**

**ACCOMMODATION**

	<u>ADVANCE PARTY</u>		<u>MAIN PARTY</u>	
	<u>Number</u>	<u>Dates</u>	<u>Number</u>	<u>Dates</u>
1. OFFICER (AIRCREW)				
2. OFFICER (OTHER)				
3. SNCO (AIRCREW)				
4. SNCO (OTHER)				
5. OTHER RANKS				

	<u>REAR PARTY</u>		<u>TRANSIENT PERSONNEL</u>	
	<u>Number</u>	<u>Dates</u>	<u>Number</u>	<u>Dates</u>
1. OFFICER (AIRCREW)				
2. OFFICER (OTHER)				
3. SNCO (AIRCREW)				
4. SNCO (OTHER)				
5. OTHER RANKS				

NOTE: INDICATE THE NUMBER OF FEMALES IN EACH CATEGORY .

**B.**

**WORKING ACCOMMODATION REQUIREMENTS**  
(COMMUNICATIONS SUPPORT SEE ATTACHED)  
REQUIREMENTS

- 1. AIRCREW .....
- 2. SUPPLY/ADMIN .....
- 3. FLIGHT LINE .....
- 4. MAINTENANCE .....

**C.**

**POL/FUELS**

	<u>ITEM</u>	<u>STOCK NUMBER</u>	<u>UI</u>	<u>QTY REQ</u>
1.	AVTUR	9130-66-027-9402	LT	.....
2.	AVGAS	9130-66-027-	LT	.....
3.	SUPER	9130-66-033-7793	LT	.....
4.	UNLEADED	9130-66-108-0885	LT	.....
5.	DIESEL	9140-66-093-8336	LT	.....
6.	HYDRAULIC FLUID 10 GAL	9150-01-009-7709 **	LT	.....
7.	ENGINE OIL OMD-115	9150-66-017-3041 **	LT	.....
8.	MOBIL JET OIL II	9150-00-985-7099 **	QT	.....

**D. LIQUID/GASEOUS PRODUCTS**

	<u>ITEM</u>	<u>STOCK NUMBER</u>	<u>UI</u>	<u>QTY REQ</u>
1.	LIQUID NITROGEN	6830-66-036-8015 **	LT	.....
2.	LIQUID OXYGEN	6830-66-031-2233 **	LT	.....
3.	GASEOUS OXYGEN	8120-99-943-1520 **	EA	.....
4.	GASEOUS NITROGEN	8120-66-111-6947 **	EA	.....
5.	.....	.....	.....	.....
6.	.....	.....	.....	.....

**E. MISCELLANEOUS SUPPLIES**

	<u>ITEM</u>	<u>STOCK NUMBER</u>	<u>UI</u>	<u>QTY REQ</u>
1.	DEMIN WATER... ..	.....	.....	.....
2.	.....	.....	.....	.....
3.	.....	.....	.....	.....
4.	.....	.....	.....	.....
5.	.....	.....	.....	.....
6.	.....	.....	.....	.....
7.	.....	.....	.....	.....
8.	.....	.....	.....	.....
9.	.....	.....	.....	.....
10.	.....	.....	.....	.....
11.	.....	.....	.....	.....
12.	.....	.....	.....	.....
13.	.....	.....	.....	.....
14.	.....	.....	.....	.....
15.	.....	.....	.....	.....
16.	.....	.....	.....	.....

\*\* LIST ONLY THE ITEMS WHICH CAN NOT BE DEPLOYED AS UNIT STOCKS \*\*\*

**F. SERVICE VEHICLE REQUIREMENTS**

	<u>VEHICLE</u>	<u>SVI</u>	<u>QTY</u>	<u>DATES REQUIRED</u>
1.	BUS, AIRCREW	VAE	.....	.....
2.	VAN CARRYALL	VQE	.....	.....
3.	TRUCK CARGO LIGHT (LGS)	VQC	.....	.....
4.	TRUCK CARGO MEDIUM 4X2 (HGS)	VQB	.....	.....
5.	TRUCK CARGO MEDIUM 4X4 (UNIMOG)	VMA	.....	.....
6.	TRAILER, FLATBED (UNIMOG)	VSH	.....	.....
7.	BUS, MEDIUM (20 PAX)	VPF	.....	.....
8.	BUS, LARGE (45 PAX)	VPE	.....	.....
9.	TOW MOTOR LIGHT (CLARKTOR)	VBC	.....	.....
10.	TOW MOTOR MEDIUM (DOUGLAS)	VBD	.....	.....
11.	WATER TANKER (3600 LT)	VKF	.....	.....
12.	FUEL TANKER (5000 LT)	VFA	.....	.....
13.	LANDROVER 110 4X4	VMC	.....	.....
14.	TRAILER TACTICAL 500 KG	VME	.....	.....
15.	TRUCK, FIRE MULTIPURPOSE 6X6	VKA	.....	.....
16.	TRUCK, FIRE MULTIPURPOSE 4X4	VKE	.....	.....
17.	SWEEPER RUNWAY 4X2	VHC	.....	.....
18.	AMBULANCE 4X4	VJG	.....	.....
19.	AVIATION FUEL TANKER 30 000LT	VFE	.....	.....
20.	AVIATION FUEL TANKER 15 000LT	VFL	.....	.....
21.	.....	.....	.....	.....
22.	.....	.....	.....	.....

**G. COMMERCIAL HIRE VEHICLES**

	<u>VEHICLE</u>	<u>QTY</u>	<u>DATES REQUIRED</u>
1.	.....	.....	.....
2.	.....	.....	.....
3.	.....	.....	.....

NOTE:- UNIT IS TO PROVIDE COST CENTRE CODE FOR ALL VEHICLE HIRING

**H. AIRCRAFT HANDLING EQUIPMENT**

	<u>VEHICLE</u>	<u>SVI</u>	<u>DATES/TIMES REQ</u>
1.	TALU	VEC	.....
2.	TASLU	VED	.....
3.	TRUCK AIRCRAFT BOARDING STEPS	VEF	.....
4.	FORKLIFT (8T)	VEJ	.....

**I. GROUND SUPPORT EQUIPMENT**

NOTE:- ONLY INCLUDE THOSE ITEMS THAT CAN NOT BE SUPPLIED OR OBTAINED FROM YOUR UNIT OR YOUR OWN RESOURCES

	<u>ITEM</u>	<u>STOCK NUMBER</u>	<u>QUANTITY REQ</u>
1.	TANK, LIQUID OXY 500 GAL	3655-66-032-1827	.....
2.	TANK, LIQUID OXY 50 GAL	3655-01-135-8852	.....
3.	TROLLEY NITROGEN	1660-99-224-3743	.....
4.	TROLLEY OXYGEN	4920-66-055-9489	.....
5.	MAINT STAND B4	1730-00-294-8883	.....
6.	MAINT STAND B5	1730-00-294-8884	.....
7.	FLAT BED TROLLEY	2330-66-055-4012	.....
8.	BCF FIRE EXT 50 LBS	4210-66-036-4042	.....
9.	AIR COMPRESSOR	4310-66-107-0041	.....
10.	HYDRAULIC RIG (AHT-55D)	4920-66-057-1958	.....
11.	HYDRAULIC RIG (OTHER)	.....	.....
12.	AIR CON UNIT (HR-12)	4120-66-014-5885	.....
13.	AIRCON UNIT (OTHER)	.....	.....
14.	GENSET, LIGHTING	6115-66-114-5436	.....
15.	GENSET, 90 KVA (HOBART)	6115-01-061-6610	.....
16.	GENSET, 45 KVA (McCOLL)	6115-66-040-5738	.....
17.	GENSET, 90 KVA (MODRA)	6115-66-106-8571	.....
18.	GENSET, 75 KVA (AM32A-60)	6115-00-420-8486	.....
19.	NITROGEN SERVICING UNIT	3655-01-089-9563	.....
20.	.....	.....	.....
21.	.....	.....	.....
22.	.....	.....	.....
23.	.....	.....	.....
24.	.....	.....	.....
25.	.....	.....	.....
26.	AIR START CART	2835-66-112-2577	.....
27.	AIR START CART (MA1A)	2835-00-691-1060	.....
28.	.....	.....	.....
29.	.....	.....	.....
30.	.....	.....	.....
31.	MJ-1	1730-00-606-5391	.....
32.	MJ-4	2590-01-081-2030	.....
33.	ABLUTION TRAILER	1730-66-029-7182	.....

34. "F" TYPE BOMB TROLLEY 1740-66-083-2562 .....

**J. LAUNDRY SERVICE**

	<u>ITEM</u>	<u>QTY</u>	<u>FREQUENCY</u>
1.	FLYING SUITS	.....	.....
2.	.....	.....	.....
3.	.....	.....	.....
4.	.....	.....	.....

**K. CATERING SERVICES**

	<u>ITEM</u>	<u>QTY</u>	<u>DATES</u>
1.	INFLIGHT SNACKS	.....	.....
2.	INFLIGHT MEALS	.....	.....
3.	FRESH RATIONS	.....	.....
4.	RATION PACKS	.....	.....
5.	HOT BOX MEALS	.....	.....

**L. OTHER**

	<u>ITEM</u>	<u>QTY</u>	<u>DATES</u>
1.	.....	.....	.....
2.	.....	.....	.....
3.	.....	.....	.....

**M. AIRCRAFT PARKING REQUIREMENTS**

	<u>AIRCRAFT TYPE</u>	<u>QTY</u>	<u>REMARKS</u>
1.	.....	.....	.....
2.	.....	.....	.....
3.	.....	.....	.....

**N. STORAGE REQUIREMENTS**

	<u>ITEM</u>	<u>SPACE REQUIRED</u>
1.	SECURE	.....
2.	UNSECURE	.....

**P. MUNITIONS SUPPORT**

	<u>ITEM</u>	<u>STOCK NUMBER</u>	<u>QTY REQUIRED</u>
1.	CHAFF BUNDLES		
	R/R141	1370-01-071-1044	.....
	R/R129	5865-00-929-6095	.....
2.	FLARES		
	RR119/ALE28 IR	1370-01-073-6281	.....
	MJU/8B (FLARE DECOY)	1370-01-041-2629	.....
3.	CARTRIDGE IMPULSE		
	CCU-41	1377-01-103-9120	.....
	CCU-63/B	1377-01-082-4175	.....





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

R.

**UNIT CONTACTS**

<u>RANK</u>	<u>NAME</u>	<u>POSITION</u>	<u>PHONE</u>	<u>FAX</u>
.....	.....	.....	.....	.....
.....	.....	.....	.....	.....
.....	.....	.....	.....	.....
.....	.....	.....	.....	.....

**COMMUNICATIONS SUPPORT REQUIREMENTS**  
(TO BE SUBMITTED WITH LSR)

**OPERATION/EXERCISE:** .....

FOR AS/NZ/US/UK/CAN USE ONLY

**UNIT:**

**DEPLOYED LOCATION:** \_\_\_\_\_ **DEPLOYMENT DATES:** \_\_\_\_\_

**Liaison Contacts:**    **DET CDR**    .....

**OIC COMMS** .....

**TELEPHONE REQUIREMENTS**

**A.      STANDARD TELEPHONES**

Appointment/ Section	Location Bldg/Rm/Position	COS	Estimated Usage
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

**B.      FIELD TELEPHONES**

Appointment/ Section	Location Bldg/Rm/Position
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

**C.      FACSIMILE**

Appointment/ Section	Location Bldg/Rm/Position
_____	_____
_____	_____

**D.      SECURE PHONE**

Appointment/ Section	Location Bldg/Rm/Pos	COS	Estimated Usage	Intended Call Destinations
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

**E. CELLULAR TELEPHONES (RAAF use must be approved by ACAUST)**

**Appointment**

**Estimated Usage**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**F. PAGERS**

**Appointment/  
Section**

\_\_\_\_\_  
\_\_\_\_\_

**RADIO REQUIREMENTS**

**Net 1**

<b>Purpose (Net Name)</b>	<b>Emission Type</b>	<b>Security/ECCM</b>	<b>Freq</b>	<b>C/Sign</b>
_____	_____	_____	_____	_____

<b>Stations</b>	<b>Location/Coverage Requirements</b>	<b>Equipment Type</b>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**Net 2**

<b>Purpose (Net Name)</b>	<b>Emission Type</b>	<b>Security/ECCM</b>	<b>Freq</b>	<b>C/Sign</b>
_____	_____	_____	_____	_____

<b>Stations</b>	<b>Location/Coverage Requirements</b>	<b>Equipment Type</b>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**Net 3**

<b>Purpose (Net Name)</b>	<b>Emission Type</b>	<b>Security/ECCM</b>	<b>Freq</b>	<b>C/Sign</b>
_____	_____	_____	_____	_____

<b>Stations</b>	<b>Location/Coverage Requirements</b>	<b>Equipment Type</b>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**STRATEGIC NETWORK MESSAGE REQUIREMENTS**

<b>Unit/Element</b>	<b>Desired Message Address</b>	<b>Location</b>
_____	_____	_____
_____	_____	_____

**LOW GRADE CODE REQUIREMENTS**

<b>Type</b>	<b>Qty</b>
<b>National Voice Authentication</b>	_____
<b>National Ops/Numerical</b>	_____
<b>Allied Voice Authentication</b>	_____
<b>Allied Ops/Numerical</b>	_____
<b>Allied IFF Mode 3/A Authentication</b>	_____
<b>Allied IFF Mode 4</b>	_____

**Special Requirements**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## GLOSSARY

### **administration**

The management and execution of all military matters not included in tactics and strategy; primarily in the fields of logistics and personnel management.

### **combat service support (NATO)**

The support provided to combat forces, primarily in the field of administration (including logistics).

### **combat service support (ABCA Coalition Logistic Planning Guide)**

Combat service support is synonymous with 'logistics'.

### **combat service support (AS Army)**

Logistics support provided to combat forces within the area of operations (AO).

### **combat supplies**

A term applied to munitions, rations, petroleum, oils and lubricants.

### **combined**

Denotes operations or exercises between forces or agencies of two or more nations. (When all allies or Services are not involved, the participating nations and Services shall be identified, eg combined Navies.)

### **concept of operations**

A clear and concise statement of the line of action chosen by a commander in order to accomplish his mission.

### **integrated logistics support (MLW One 1.6)**

A methodology that optimises the influence of logistics factors on the design and acquisition of equipment and arrangements for its through life support.

### **integrated logistics support (NATO)**

The pooling of specified resources by nations for use by the same nations as decided by a coordinating agency or authority to which the subscribing nations have agreed.

### **joint**

Describes activities, operations, organisations, etc in which elements of more than one Service of the same nation participate. (When all Services are not involved, the participating Services shall be identified, eg, Joint Navy-Army.)

### **joint logistics**

The coordination and direction of logistics operations by a joint force commander to support the operational forces of two or more Services.

### **levels of logistics support**

1. **Unit level.** Unit level logistics support comprises the logistics resources and activities organic to a unit.
2. **Formation level.** Formation level logistics support consists of logistics resources and activities provided to units within an AO by logistics units organic to a formation.
3. **Force level.** Force level logistics support comprises the logistics resources and activities provided within an AO by a logistics support force.
4. **Base level.** Base level logistics support comprises logistics resources and activities provided by the base logistics organisation.

### **lines of communication**

All land, water and air routes that connect an operating military force with one or more bases of operations, and along which supplies and reinforcements move.

**logistics (NATO, AAP6, QSTAG 894)**

The science of planning and conducting the movement and sustainment of forces. In the most comprehensive sense, those aspects of military operations which deal with:

- a. design and development, acquisition, storage, movement, distribution, maintenance, evacuation and disposition of materiel;
- b. transport of personnel;
- c. acquisition or construction, maintenance, operation and disposition of facilities;
- d. acquisition or furnishing of services; and
- e. medical and health support.

**maintenance**

1. All action taken to retain materiel in or restore it to a specified condition or to restore it to serviceability. It includes inspection, testing, servicing, classification as to serviceability, repair, rebuilding and reclamation.
2. All supply and repair action taken to keep a force in condition to carry out its mission.
3. The routine recurring work required to keep a facility (plant, building, structure, ground facility, utility system or other real property) in such condition that it may be continuously utilised, at its original or designed capacity and efficiency, for its intended purpose.

**personnel management**

The process of planning, organising, directing and controlling the recruitment and career development of personnel, the manning of organisations and service conditions including pay and allowances, honours and awards and the administration of discipline.

**single Service logistics management**

The process whereby one Service accepts sole responsibility, by agreement with the other Services, for the supply of a commodity, the maintenance of an equipment system or the provision of a logistics service in support of the Australian Defence Force or the Department of Defence.

**support engineering**

Engineering tasks integral to the provision of logistics support including:

- a. the construction and maintenance of living and working accommodation;
- b. the construction and maintenance of airfields, bridges, railways, roads and ports;
- c. the construction and operation of essential services, including waste disposal, water supply, electricity reticulation and environmental management;
- d. the provision of protective measures such as explosive ordnance disposal, fortification and nuclear, biological and chemical decontamination; and
- e. winning local resources (ie water purification).

**sustainment**

All logistics, personnel management and administrative action taken to keep a force at a specified level of capability.

## ACRONYMS AND ABBREVIATIONS

ACAUST	Air Commander Australia
ACS	Australian Customs Service
ACSA	acquisition and cross servicing agreement
ADFP	Australian Defence Force Publication
ADHQ	Australian Defence Headquarters
ADI	Australian Defence Industries
AO	area of operations
ASA	Australian support area
BASB	Brigade Administrative Support Battalion ( <i>see also</i> CSSB)
CA	Chief of Army
CDF	Chief of the Defence Force
CDLSA	cooperative defence logistics support agreement
CFC	Combined Force Commander
CFHQ	Combined Force Headquarters
CLSC	Cooperative Logistics Steering Group
CN	Chief of Navy
COFS	Chief of Staff
COLOG	Chief of Logistics (UN)
COMAST	Commander Australian Theatre
COMSPTAS	Commander Support Australia
COMTRG(AF)	Commander Training—Air Force
CPG	Commander's Planning Group
CSP	Defence commercial support program
CSS	combat service support
CSS	Combat Support Squadron
CSSB	Combat Service Support Battalion
DIC	Defence Industry Committee
DILC	Director International Logistics Cooperation
DJLOP	Director Joint Logistics Operations and Plans
DNSDC	Defence National Storage and Distribution Centre
DSTO	Defence Science and Technology Organisation
FAD	force activity designator
FEG	force element group
FIMA	fleet intermediate maintenance activity
FMS	foreign military sales
FSB	forward support base
JC	Joint Commander
JFAO	joint force area of operations
JFC	Joint Force Commander
JFHQ	Joint Force Headquarters
JMCC	Joint Movements Coordination Centre
JMCO	Joint Movements Coordination Office
JPC	Joint Planning Committee
JTF	Joint Task Force
JTFC	Joint Task Force Commander
LCAUST	Land Commander Australia
LHQ	Land Headquarters
LOAC	law of armed conflict
LofC	lines of communication
LSA	logistics support agreement
LSE	Logistics Support Element
LSF	Logistics Support Force



MC	movement control
MCAUST	Maritime Commander Australia
MHQ	Maritime Headquarters
MLSF	Mobile Logistics Support Force
MOU	memorandum of understanding
opinst	operations instruction
opord	operations order
POE	point of entry
SCA	Support Command Australia
SGADF	Surgeon General Australian Defence Force
SLPG	Strategic Logistics Planning Group
SOFA	status of forces agreement
SOPG	Strategic Operations Planning Group
SPTCOM(A)	Support Commander (Army)
SPTCOM(AF)	Support Commander (Air Force)
SPTCOM(N)	Support Commander (Navy)
SSLM	single Service logistics management
TAOR	tactical area of responsibility
TAPG	Theatre Administrative Planning Group
TPG	Theatre Planning Group
WNGO	warning order