

DEFRA'S FRAMEWORK RESPONSE PLAN FOR EXOTIC ANIMAL DISEASES

for Foot and Mouth Disease, Avian Influenza, Newcastle Disease,
Classical Swine Fever, African Swine Fever, and Swine Vesicular
Disease

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MINISTERIAL FOREWORD

The Department for Environment, Food, and Rural Affairs (Defra) takes the lead in planning for and responding to outbreaks of Exotic Animal Disease in England. It is a responsibility that both Defra and wider government take extremely seriously. For this reason I am proud to introduce the 2006 version of Defra's Framework Response Plan for Exotic Animal Diseases.

The Animal Health Act of 2002 requires us to review, and if necessary, update our contingency plans for Foot and Mouth Disease (FMD), Avian Influenza (AI), and Newcastle Disease (ND) on an annual basis. We have been doing this since we produced our first national contingency plans in 2003, developing and refining them with each iteration. Not only does this plan outline our arrangements for response to those diseases for which we have a legislative obligation to produce contingency plans, but it also includes provisions for responding to outbreaks of Classical Swine Fever (CSF), African Swine Fever (ASF), and Swine Vesicular Disease (SVD).

This framework response plan sets out the structures and systems within which key individuals and groups, both within the Defra family and across government, will respond to an outbreak of animal disease. The plan differs from previous versions in that it focuses solely on our arrangements for managing our response to an outbreak. We have also made changes to increase the plan's ease of use as a result of comments received from stakeholders during our public consultation exercise held this summer. However, it is important to stress that whenever we respond to an outbreak of animal disease it inevitably requires coordinated, effective, and flexible policy and delivery.

Whilst this plan focuses on our arrangements for management and coordination, detailed information on our policies relating to the control and eradication of exotic animal diseases can be found on our website: <http://www.defra.gov.uk>. We publicise our policies in this way to ensure that information which the public have access to can be kept as current and up to date as possible. This demonstrates that our policies are not set in stone and that we are committed to taking on board the latest developments in science, research and epidemiological modelling to ensure that we can respond in the most effective and appropriate manner.

The State Veterinary Service (SVS) is one of Defra's key delivery partners and takes the lead in the operational aspects of disease control. This plan should be read in conjunction with Defra's Overview of Emergency Preparedness for Exotic Animal Diseases which details how the SVS's peacetime preparedness work translates into its operational response during an outbreak.

As a department we have significant experience in managing outbreaks of exotic animal disease of varying size and scale. Over the past five years we have responded to a national outbreak of Foot and Mouth Disease and more recently Newcastle Disease and Avian Influenza. We remain committed to working closely the farming community and other stakeholders, operational partners, and officials from other countries to prevent and control the spread of these diseases.

This framework contingency plan sits alongside our policy and delivery functions, which collectively demonstrate the significant progress which we have made over the past year in terms of our level of preparedness. I am confident that Defra, the SVS and the department's other delivery partners will continue to work closely over the coming year to improve our capability further.

BEN BRADSHAW
Parliamentary Under- Secretary (Commons)

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1. BACKGROUND AND INTRODUCTION

1.1. This framework response plan summarises the Government's arrangements for controlling an outbreak of exotic animal disease in England. It is based upon strategic, tactical, and operational command structures. Whilst this plan establishes a framework for responding to both a suspected and confirmed case of exotic animal disease it also forms part of a wider set of disease prevention activities. This includes improved surveillance of animal disease, preventing illegal import of infected meat into this country, improved biosecurity in farms and markets and general education and awareness in the farming and rural community of measures that can be taken to improve farm health and reduce the risk of disease.

1.2. In the event of an outbreak the disease control strategy adopted will be consistent with the UK's EU obligations and in line with the appropriate EU legislation. The Government's objective in tackling outbreaks of any disease covered by this plan is to restore the UK's disease free status as quickly as possible. In doing so Government will seek to select control strategies which:

- Minimise the number of animals which need to be slaughtered either to control the disease or on welfare grounds, and which keeps animal welfare problems to a minimum.
- Cause the least possible disruption to the food, farming and tourism industries, to visitors to the countryside, and to rural communities in the wider economy.
- Minimise damage to the environment and protecting public health.
- Minimise the burden on taxpayers and the public at large

1.3. This plan covers the arrangements that would be deployed in England and is complemented in Scotland and Wales by the arrangements outlined in paragraph 6.37 of this document. Northern Ireland has a separate Contingency Plans for FMD and AI, details of which are not outlined here, as it is a separate epidemiological entity from Great Britain.

1.4. The contingency plan is reviewed at least annually in accordance with our legislative obligations under the Animal Health Act of 2002. It should be read in conjunction with Defra's Overview of Emergency Preparedness for Exotic Animal Diseases, which provides details of our operational capability to support the arrangements set out in this plan. This plan is supported and augmented by other detailed plans, guidance and instructions on specific elements of preparedness and delivery. These include financial and procurement arrangements, human resource plans, detailed instructions on disease control in the field together with local aspects

of the control operation that are contained in plans, maintained in each Animal Health Divisional Office (AHDO) of the State Veterinary Service (SVS). This plan does not therefore contain the instructions for implementing disease control measures in the field, which are available separately from the SVS.

1.5. The Framework Response Plan sets our arrangement for response, outlining our structures, systems, and individual and group responsibilities. The Overview of Emergency Preparedness gives details of our peacetime emergency preparedness work, as well as our arrangements for operational response during an outbreak.

1.6. It is important to emphasise that this framework response plan is open to flexible deployment. It may be modified to meet the demands of outbreaks of differing size and scale, or even simultaneous outbreaks of different exotic animal diseases. It should be noted that the arrangements set out in this plan cover all incidents of disease, including those in contained conditions.

1.7. This plan has been produced in accordance with guidance issued by the Cabinet Office Civil Contingencies Secretariat.

2. PROCESSES

2.1. This section outlines the mechanisms which have been put in place to ensure that the response to an outbreak of exotic animal disease can be implemented in a coordinated and consistent manner. What follows provides an overview of the process through which suspicion of disease will reach eventual confirmation. Upon confirmation of disease various structures and groups will be put in place in order to support the response.

2.2. There are a number of processes which have been put in place to ensure that all those who should be are appropriately notified, briefed, and engaged to respond upon confirmation of disease.

2.3. A standard alert system has been adopted as a basis for responding to a specific outbreak of exotic animal disease:

WHITE ALERT: This indicates that disease is not present or suspected and will be the state of alert under normal circumstances.

BLACK ALERT: This indicates that the risk of disease is higher than normal. For example disease may be suspected or confirmed in a nearby EU member state. This would warrant a higher level of vigilance. The decision to raise the state of alert from white to black will be taken by the Chief Veterinary Officer.

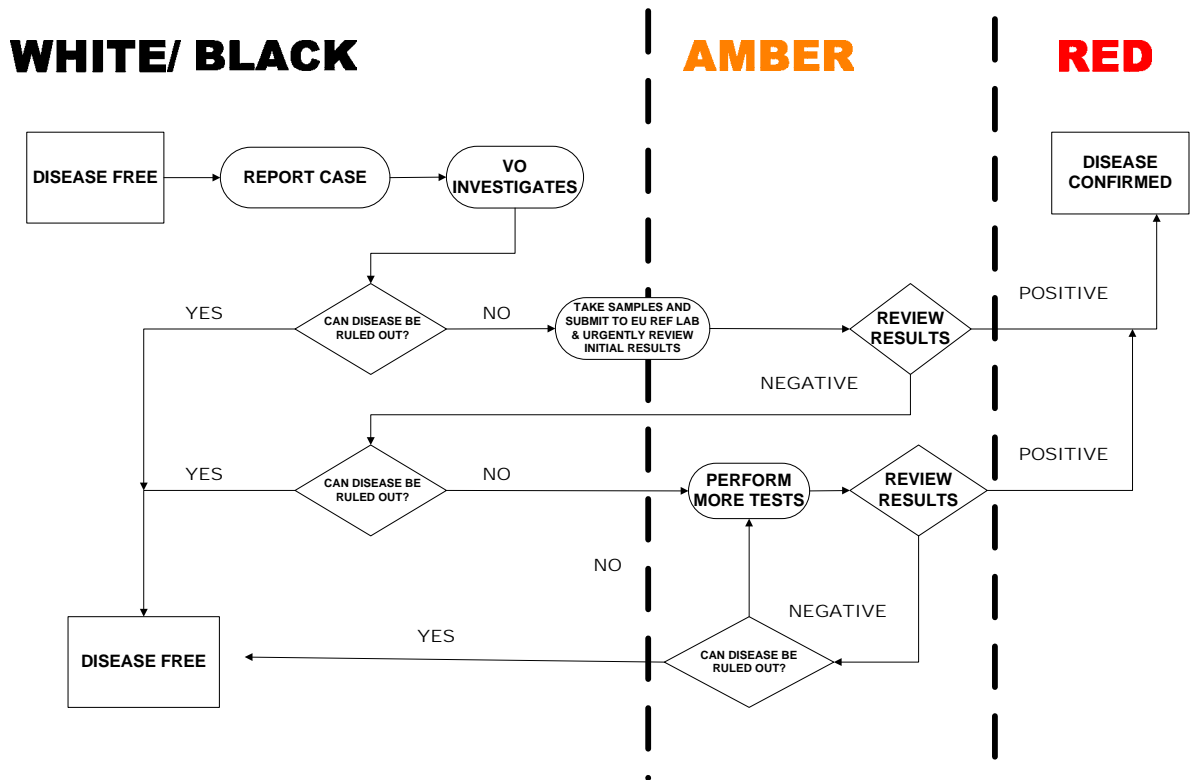
AMBER ALERT: This indicates that there is suspicion of the presence of disease on a particular premises on clinical grounds, following veterinary enquiry. Samples will have been submitted for laboratory analysis.

RED ALERT: This indicates that disease has been confirmed.

Alert System to Indicate Disease Status

2.4. The following diagram provides details of the actions performed between white and red status.

2.5. Note: This diagram does not cover the procedures and information that would be required for the country to return to disease free status.



2.6. The state of alert refers to the COUNTRYWIDE status of disease.

2.7. The level of suspicion is case specific, therefore must be assessed each time disease is suspected, although each state of alert may cater for more than one possible disease scenario within its corresponding level(s) of suspicion.

STATE OF ALERT (COUNTRYWIDE)	LEVEL OF SUSPICION (CASE SPECIFIC)	POSSIBLE SCENARIOS
WHITE/ BLACK	0 Disease not suspected following veterinary enquiry	Any restrictions on premises lifted, no further action.
	1 (Amber for FMD only) Lesions and clinical disease not typical- but disease cannot be ruled out entirely on clinical grounds.	Suspect animal (s)/ birds left alive and observed. Samples taken for laboratory diagnosis.
AMBER	2 Lesions and clinical disease suggestive of the notifiable disease but not entirely convincing.	Suspect animal(s)/ birds showing lesions are slaughtered as a preventative measure (excluding slaughtered for <i>post- mortem examination and collection of tissue samples</i>). Samples taken and submitted for laboratory diagnosis.
	3 Veterinary staff on farm and at HQ believe from investigation on clinical grounds that disease exists.	All susceptible livestock/ birds on the premises slaughtered on suspicion as a preventative measure. Samples submitted for laboratory diagnosis.
RED	4 As a level 3 plus disease already confirmed in the country or substantial evidence that disease may have entered the country. For example, disease in imported animals originating from a region with confirm disease .	All susceptible livestock/ birds on the premises slaughtered on suspicion and disease confirmed on clinical grounds only without awaiting laboratory results. Samples will be submitted for laboratory diagnosis. First reported case where disease is confirmed. Disease is already in the country and further cases have been confirmed.

Notifications at Suspicion Stage

2.8. If disease is suspected (whether it be by a farmer, SVS veterinary officer, or private veterinarian, the local SVS Divisional Veterinary Manager (DVM) must be notified. Arrangements for out of hours cover will be in place at all Animal Health Divisional Offices (AHDOS).

2.9. The DVM will notify Defra Veterinary Exotic Diseases, Research and Official Controls Division (VEROD) and the office of the Chief Executive SVS (CE SVS).

VEROD will circulate an ND1 notification form to:

- Defra Ministers and Senior Officials.
- Chief Veterinary Officer (CVO)
- Devolved Administrations.
- Other Government Departments (Cabinet Office Civil Contingencies Secretariat CCS).

2.10. Out of Hours notification is the responsibility of the Duty Veterinary Adviser and Duty Press Officer.

Amber – Suspicion of Disease

2.11. If veterinary risk assessment indicates an unacceptable risk in waiting, the CVO may take the decision to move to red alert without implementing the actions required at amber phase.

2.12. If suspicion of disease is strong and its presence cannot be ruled out on clinical grounds a teleconference will take place between the Chief Veterinary Officer (CVO) and other lead officials.

2.13. An amber alert telephone conference will be organised by Exotic Disease Prevention and Control (EDPC) Division, who will also make the necessary arrangements for out of hours cover. It is chaired by the CVO and participants will include:

*CVO or nominated representative
Deputy Chief Veterinary Officer
Defra Chief Scientific Advisor
Chief Executive SVS
Director Animal Health and Welfare (AHWDG)
Livestock Strategy Director or Head of Division
Communications Director (CD)
Representative for Government News Network (GNN)
Private Offices
No, 10*

Exotic Disease Prevention and Control Division (EDPC)
Veterinary Exotic Diseases, Research and Official Controls Division (VEROD)
SVS Contingency Planning Director
Divisional Veterinary Manager (DVM)
SVS Operations Director
Civil Contingencies Secretariat (CCS)
News Coordination Centre
Scottish Executive (SEERAD)
Welsh Assembly Government (WAG EPC)
Department for Agriculture and Rural Development Northern Ireland (DARDNI),
Department of Health (DoH),
Health Protection Agency (HPA).
Head of National Epidemiology Emergencies Group (NEEG)
International Animal Health Division (IAH)
UKRep (United Kingdom Permanent Representation to the European Union)
part of the Foreign and Commonwealth Office

2.14. Other agencies may be notified, depending upon the nature of the disease.

2.15. Agenda:

- Local situation report (DVM)
- National situation assessment including time line and risk assessment (CVO/ AHWDG)
- Public Health Implications (HPA/ DoH)
- Area restrictions (where appropriate), implementation and communications (AHWDG and DVM)
- Objectives for Communication (Communications Director)
- Stakeholder Communication, timing and content – National (AHWDG) and Local (DVM)
- Lines to take for media (AHWDG and Communications Directorate)
- Summary of action points (CVO)

2.16. If it is considered necessary more than one amber teleconference may be held.

2.17. Questions about test results and timing of their delivery must be addressed to the CVO or nominated contact.

2.18. If, following the teleconference, the level of suspicion is considered great enough to warrant further action, officials will take responsibility for notifying others in line with the provisions set out in the following table.

OFFICIAL	RESPONSIBILITY FOR NOTIFICATION OF:
DIVISIONAL VETERINARY MANAGER (DVM)	<ul style="list-style-type: none"> • Affected farmer, as a matter of urgency. • Government News Network once the farmer has been informed, and before any other external groups are informed. • Emergency Planning Department of the relevant local authorities and Trading Standards. • Local police force. • Environment Agency (locally). • Local branch of the National Farmers Union (NFU). • Local Veterinary Practices. • Local stakeholders and farmers.
Deputy Chief Veterinary Officer (DCVO)	<ul style="list-style-type: none"> • European Commission. • Office International des Epizooties (OIE). • Other European Union member states. • Royal College of Veterinary Surgeons (RCVS). • British Veterinary Association (BVA).
Director Animal Health & Welfare	<ul style="list-style-type: none"> • National Farmers Union (NFU) • Species specific stakeholders. • Inform webteam to ensure website is up to date. • Ministers. • National Experts Group (NEG) • Animal Disease Policy Group (ADPG)
SVS Contingency Planning Director	<ul style="list-style-type: none"> • Civil Contingencies Secretariat (CCS). • Regional Coordination Unit (RCU). • Environment Agency (EA) • Head of Defra Contingency Planning and Security Division (CPSD)

	<ul style="list-style-type: none"> Regional Resilience Director of the appropriate Government Office (GO) Health Protection Agency (HPA) Department of Health (DOH) IBM (I T contractor) Ministry of Defence (MOD) Home and Special Forces Secretariat. SVS Human Resources (HR) Procurement & Contracts Division (PCD)
Chief Executive SVS	<ul style="list-style-type: none"> SVS Corporate Management Team Members
SVS Finance Director *	<ul style="list-style-type: none"> Defra Finance Director. Accounts Services Division
SVS Human Resources (HR) Director *	<ul style="list-style-type: none"> Defra Human Resources Director
Communications Director	<ul style="list-style-type: none"> Media. Defra webteam. Defra Helpline. Government News Network. Other means of internal communication in Defra.

*Following notification from Chief Executive SVS

2.19. If following these initial notifications it is considered that a full disease control operation is likely to commence, the additional notifications below will be made and the specified actions taken.

OFFICIAL	RESPONSIBILITY FOR NOTIFICATION OF:	ACTION TO BE TAKEN
SVS Contingency Planning Director	<ul style="list-style-type: none"> Regional Operations Directors (RODs) to place them on standby Divisional Operations Managers (DOMs) to place them on standby. SVS Business Development Division in order to request the set up of Defra's Disease Control System. (This will be Defra's 	<ul style="list-style-type: none"> Place all nominated heads of JCC teams on alert, and consider the establishment of some elements of the NDCC

	<p>I T Helpdesk if it is out of hours).</p> <ul style="list-style-type: none"> • Emergency vaccination contactor if it is an outbreak of FMD. 	
Chief Executive SVS		<ul style="list-style-type: none"> • Authorisation of the establishment of the Local Disease Control Centre (LDCC).
Defra Finance Director	<ul style="list-style-type: none"> • Notify Contingency Regional Finance Managers and place them on standby. 	

2.20. Key Communications actions and their owners at suspicion phase

Division	Role	Action
PRESS OFFICE (Head of News/Chief Press Officer)	Resourcing	Consider need for deployment of press officers in national press office to deal with influx of calls
		Ensure ready to ramp up resources to deal with a confirmed outbreak, taking account of possible need for shift system; and accommodation.
	Appropriate media communications	Consider with Ministers, officials and No 10 Press Office the need for: <ul style="list-style-type: none"> • a Press Notice, • Ministerial availability for interview; and • possible requirement for briefing of media.
		Identify broadcast spokesperson at national level.
		Liaise with GNN at local level regarding briefing and identifying local spokespeople.
		If Press Notice is issued, ensure this is placed on the public website promptly (liaising with eComms)
	Joining-up across Government	Make contact with the appropriate Director of GNN Regional Office
Ensure appropriate contacts with other Government departments/agencies		
Informing other communications teams	Ensuring that other communications teams have been alerted (Marketing, Corporate Comms, Strategic Comms Adviser, CCU) and are kept updated with latest media developments.	
GNN Regional Director/GNN press officers	Local media handling	Lead on local media handling on behalf of Defra; support DVM in liaison with Defra press office and SVS communications; issue press notice; consider need to hold briefing for local media.
		Organise and accompany the local spokesperson for interviews and press briefings. Provide a 24-hour contact point for local media.
Press Admin Desk		Ensure that critical staff are provided with appropriate equipment for remote working
NEWS CO-ORDINATION CENTRE	Cross-government/comms co-ordination	Liaise with Customer Contact Unit (CCU) on compiling inter-departmental briefing and ensure its dissemination.

		Advise on co-ordination of Governmental websites, internal communications, publicity and helplines
Customer Contact Unit (CCU)	Resourcing	Prepare for the possible need to relocate staff to co-ordinate briefing in the NDCC, if set up.
		Prepare for intense public interest, identifying staff resources and briefing needs to deal with high volumes of PQs and correspondence
	Briefing	Liaise with AHWD prepare “holding” lines to take for national media, Ministers, No 10 and for use with stakeholders; collate, revise and update existing data, lines to take, briefing and Q and A material, including for use by the Defra helpline and for answering correspondence
	Defra Helpline	Prepare for intense public interest, identifying staff resources, back up and supplementary helplines and briefing needs. Instigate phase 1 overflow arrangements with Emergency Helpline Partner. Divert emails to CCU freeing up helpline operators to concentrate on telephone calls and increase staffing in CCU to deal with additional emails.
Liaise with AHW DG to agree the level of service that the helpline should initially provide		
STRATEGIC MARKETING Head of Marketing/ Strategic Communications Adviser	Resourcing/ preparedness	Ensure Division is standing by to update and prepare printed/audio visual material as appropriate
<i>CORPORATE COMMUNICATIONS</i> Head of Corporate Communications/ e comms/ Internal Comms	eCommunications	Liaise with Animal Health & Welfare website staff to prepare immediate public information for the website as appropriate and consider how a clearly labelled and sign-posted site could be ready for use immediately should an animal disease be confirmed
	Internal Communications	Responsible for ensuring all Defra staff are kept fully informed of developments

Processes at Red Alert

2.21. In cases where laboratory confirmation is imminent and the veterinary risk assessment indicates an unacceptable risk in waiting, **the CVO may take the decision to move to red alert before final test results are received.**

2.22. If the suspect case is subsequently confirmed by the CVO as having disease or if the risk assessment indicates an unacceptably high risk of disease, the alert state will immediately be raised to 'Red'

2.23. Following confirmation of disease the following notifications that disease has been confirmed and subsequent actions taken:

OFFICIAL	RESPONSIBILITY FOR NOTIFICATION OF:	ACTION TO BE TAKEN
Chief Veterinary Officer (CVO)	<ul style="list-style-type: none"> • Advise Chief Executive SVS that disease has been confirmed. • Chief Scientific Adviser to the Government. • Chief Medical Officer • Chief Executive of the Health Protection Agency (HPA) 	<ul style="list-style-type: none"> • Set out objectives for disease control. • Formally establish the National Disease Control Centre (In the CVO's absence this may be done by 1. the Permanent Secretary or 2. the Chief Executive of the SVS).
Director Animal Health & Welfare	<ul style="list-style-type: none"> • Permanent Secretary • All Defra Director Generals • Defra Directors: <ul style="list-style-type: none"> Finance Corporate Services Communications Sustainable Agriculture & Livestock Products Environment Quality & Waste Rural Policy Contingency Planning Security Division Ordnance Survey Stakeholders related to disease (eg NFU, Meat and Livestock Commission (MLC), British Poultry Council (BPC) 	

Permanent Secretary	<ul style="list-style-type: none"> • Notify Defra Ministers and Secretary of State that disease has been confirmed 	<ul style="list-style-type: none"> • Convene the Defra Emergency Management Board as soon as possible • Decide whether the Civil Contingencies Committee (CCC) should be established on the basis of emerging information about the disease. • In the absence of the Chief Scientific Adviser, activate Science Advisory Panel for Emergency Response (SAPER).
Deputy Chief Veterinary Officer (DCVO)	<ul style="list-style-type: none"> • European Commission • Office Internationale Epizooties (OIE) • National Veterinary Organisations. • Royal Society for the Prevention of Cruelty to Animals (RSPCA) 	
Divisional Veterinary Manager (DVM)		<ul style="list-style-type: none"> • Notify the following that disease has been confirmed: <p>Emergency Planning Department of the relevant local authorities.</p> <p>Head of local police force(s)</p> <p>Environment Agency (locally).</p> <p>Local branch of the National Farmers Union (NFU).</p> <p>Local Veterinary Practices.</p> <p>Local stakeholders and</p>

		farmers. Utilities, as necessary
State Veterinary Service Contingency Planning Director	<ul style="list-style-type: none"> • Civil Contingencies Secretariat (CCS) • Home and Special Forces Secretariat • Department for Communities and Local Government (DCLG) Regional Coordination Unit. • Regional Resilience Directors of all the affected region(s). • All SVS Divisional Veterinary Managers and senior staff. • IBM- Defra IT Services Contractor • Procurement and Contracts Division • SVS Human Resources • Defra Estates Division • Nominated staff with designated roles, including RODs and DOMs • Vaccination Contractor, if FMD <p>Operational Partners, including:</p> <ul style="list-style-type: none"> • Environment Agency (EA) • Health Protection Agency (HPA) • Local Authorities Coordinators or Regulatory Services (LACORS) • Local Government Association (LGA) • Association of Chief Police Officers (ACPO) • UK Renderers Association (UKRA) 	

	<ul style="list-style-type: none">• Environmental Services Association• Association of Registered Incinerator Operators• Licensed Animal Slaughterers and Salvage Association (LASSA)• Freight Transport Association• Transport Logistics Contractor	
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2.24. Strategic Communications at Confirmation Stage

Key communication actions and their owners at confirmation stage:

Division	Role	Action
DIRECTOR OF COMMUNICATIONS	Lead contact for CD responsible for CD emergency action and planning	Ensuring close working between the different CD work streams, including Press Office, Strategic Communications Adviser, Marketing, Stakeholder Int/Relations, e-communications (both CD and AHW web team), Customer Contact Unit, Defra helpline and Internal Comms.
		Ensuring Directorate works closely with Private Offices, policy and operational colleagues, OGDs, No 10 to ensure that stakeholders, the public, the media and other interested parties are kept informed of overall objectives, means and progress of action
		Horizon scanning
	Represent CD (or nominating deputy/ies to) attend and brief	Defra Emergency Management Board
		Emergency Direction Group
		CCC
Daily Tactical/Communications meeting		
Communicating with other parts of Whitehall	NDCC Bird tables	
	Engage with GCN	
<i>CD BUSINESS MANAGER</i>	Responsible for coordinating financial and staffing arrangements during an emergency	Support Director of CD and Directorate Staff involved in emergency

Division	Role	Action
<i>PRESS OFFICE</i> Head of News/ Chief Press Officer	Resourcing	Re-deploy press officers to support animal health desk and take an overview of staffing needs (putting in an early bid for help from OGDs as appropriate).
		Make arrangements to staff the office from 6am - 11.30pm including use of shift system (other Government departments can help staff from 6am - 9.30am and from 6pm - 11pm); prepare for weekend office cover, probably between 8am - 8pm
		Confirm with GNN deployment of regional press office support, to allocate central press office support to region(s) ensuring IP, LDCC and local GNN office are adequately staffed.
	Appropriate media communications	Liaise with Ministers, CVO, AHWDG over the arrangements for early briefing of the press and issue of press notices nationally and locally
		Ensuring an up to date report is prepared for the daily 0830 Number 10 Downing Street meeting
		Ensure early daily assessment of likely media developments, briefing and activity needs
		Regular review of need for further Press Notices and briefings
		When it is appropriate to arrange a ministerial visit decide if press office personnel are better deployed in London or with the Minister, and whether GNN locally is fully equipped to support a Ministerial visit.
		Compilation of accurate media list (including journalists not normally associated with core Defra business) for all interested parties to receive media updates and releases.
	Joining-up across Government	Liaise with CCS and consider triggering NCC
		Ensure appropriate contacts with other Government departments/agencies
		EDPC establish and update the rolling brief which contains information on the current situation, lines to take, history of press releases, sitrep on interview bids for ministers/CVO/DCVO

Division	Role	Action
GNN Regional Director/ GNN Press Officers	Resourcing	Draft in extra press officers to work with LDCCs in regional "Communications Cells"
	Appropriate media communications	Establish systematic briefing of local media and contribute toward stakeholder communication efforts
		Deal with media bids for interviews and prepare DVMs/RODs for interview and briefing
		Ensure close liaison with the HQ Communications Hub and Defra HQ Press Office
NEWS CO-ORDINATION CENTRE	Co-ordinate communications across Government	Ready to activate a central media operation
	If central media operations activated handle all central communications	Located in 10 Great George Street.
		Would handle all press calls, media bids for Ministers and officials, website pages, briefing for Helplines across government, internal Whitehall wide communications and work with the GNN in the regions.
		Core staff would be seconded from Defra, with representatives from other government departments affected, including No 10. This set-up would help to join up the government as a whole, providing a co-ordinated and coherent response in the event of a very large-scale crisis.
Media Monitoring Unit		Play a full supporting role in conjunction with NCC

Division	Role	Action
CCU Head of CCU/ CCU staff/ Defra Helpline	Resourcing	As appropriate, staff from the Customer Contact Unit will co-ordinate briefing from within the multi-disciplinary “Communications Hub” co-located with the NDCC and would work closely with veterinary experts and others as appropriate
		Monitor progress of Defra helpline and Emergency Helpline External Partner ensuring call volumes and resources remain sensibly matched.
	Helpline	Work with RPA to set up a dedicated animal disease helpline and switch on Emergency Helpline External Partner.
		Ensure the Emergency Helpline External Partner is switched on to handle increased volume of calls and that call volumes and content are being monitored, in liaison with the Helpline client manager.
		Client manager will work with the multi disciplinary communications team within NDCC to ensure appropriate up to date briefing is available to the Defra helpline and Emergency Helpline External Partner
		If available switch on ECKOH
	Briefing	Ensure briefing is provided for ministers and for Defra Helpline and external helpline partner
	Drafting	Ensure correspondence; PQ responses; website, material are drafted
		Ensure email handling is diverted from helpline staff to CCU and that CCU drafters ramp up accordingly
		Ensure key documents are available to all via the Knowledge Bank , intranet and internet by liaising with policy colleagues.
	Joining-up across Defra	Ensure efficient information exchange (briefing/lines to take/local impacts) between NDCC and LDCC
		No longer appropriate, CCU will switch on Emergency Helpline External Partner and monitor performance
		Alert Defra Library service so they can support the press and Communication Units with factual and contextual information to ensure information is being made available to other parts of the Department

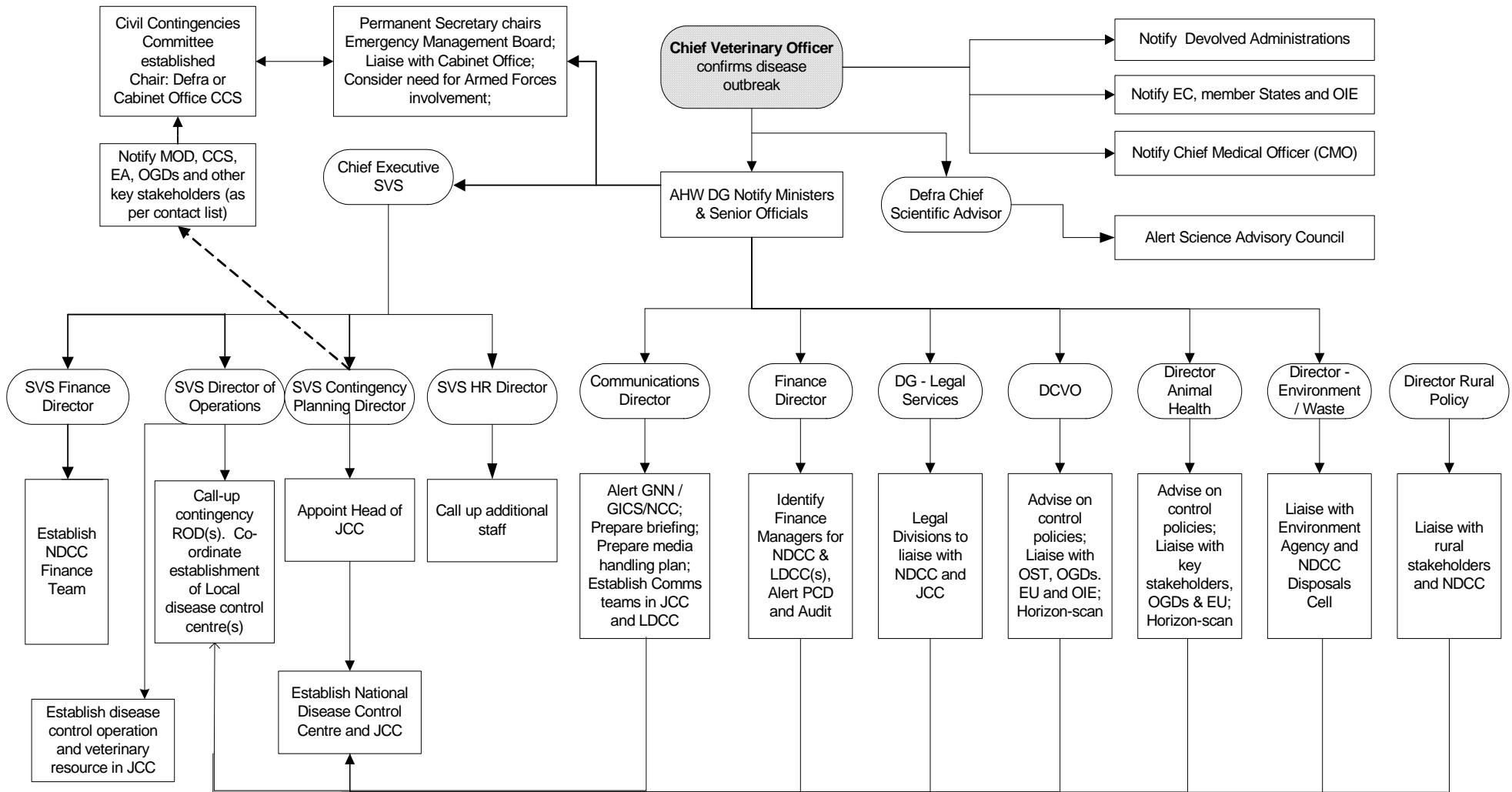
	Feedback to AHW DG	Feedback to AHW DG views/issues being raised by public writing into Defra and /or telephoning the helpline and obtain new briefing / lines to take as appropriate.
STRATEGIC MARKETING Head of Strategic Marketing/ Marketing Team/ Strategic Comms Adviser	Marketing/ Publicity Material	Responsibility for readiness and operation of Advertising, printed material and direct mail and ensuring supporting material is updated
		Prepare and implement a paid publicity strategy for communication directly with key audiences and interested parties
		Liaise with PCD to deliver print management and distribution services to co-ordinate any necessary reprints and publicity materials
		Establish liaison with COI to deliver advertising requirements; Access to design and typesetting services; Access to prepared material Ensure material available internally – copies on intranet with clear ordering instructions; copies available to help lines and AHW staff and CCU etc
	Strategic Communications Advice	Central communications liaison point between policy directorate and CD
		Keep CVO informed of latest developments and progress on communications issues
		Attend key policy meetings including bird tables, Animal Disease Policy Group meetings and all project work streams representing CD
		Ensure all communications teams are informed of the latest policy developments and are joined up in their approach to ensure consistent and integrated approach to all communications to all audiences both internally and externally
PROCUREMENT & CONTRACTS	Print, mailing & distribution	Deliver print management and distribution services to co-ordinate any necessary reprints, forms, warning notices etc

Division	Role	Action
<p><i>CORPORATE COMMUNICATIONS</i> Head of Corporate Communication/ Internal Comms/ eComms/ Stakeholder Relations/ Intelligence</p>	Resourcing	Set up the necessary crisis communications systems for use by Communications Hubs and Regional Cells. Initiate telecoms contracts to provide recorded message updates for staff
		Oversee (in conjunction with personnel teams in NDCC and LDCCs) a crisis contacts database to include details of all those involved in dealing with the outbreak (including non-Defra staff; email details, mobile phone numbers, roles etc).
		Ensure 24/7 web staff availability if required in conjunction with AHWD web co-ordinator
		Consider increasing staffing levels and ensure that the design of web pages makes site accessible, easy to navigate and content remains targeted at meeting our customers' needs
	Joined up internal communications across Defra and Defra family	Ensure effective means of communicating with all Defra personnel (to ensure that those not directly involved are kept informed)
		Coordination of all Defra Internal messages to staff, with particular responsibility for the content of emergency websites, Defra helpline / CCU etc. focussed on Defra staff, liaising with Head of eCommunications to ensure suitability and readiness of channels.
		Ensure Newsflash or Surefax (if system is down or inaccessible) is deployed to keep staff up-to-date; Intranet pages are updated (or activated if dark); Activate telecoms contracts to provide recorded message update on staff telephone information line which can be called in the event of an emergency, the number for which is 0800 028 6896.

	eCommunications	<p>Responsible for management and readiness of Websites</p> <p>+Ensure that within 24 hours website should include : - News and Information; A full list of locations directly affected by the incident; Full details of control measures and restrictions; Advice to farmers, local authorities, and other rural stakeholders; Advice on rural activities; Links to relevant web sites, (liaise with News Co-ordination Centre on links to UK Online and other Government Departments agencies)</p> <p>Liaise with the GCN webmaster to provide a link between web sites – it is CCS/GCN policy to promote a single central government site for information on all emergencies. Consideration could also be given to disseminating information via RIMNET to stakeholders – RIMNET has a local authority, OGD stakeholder group with access to an information database.</p>
<p>OPERATIONAL COMMS</p> <p>LDCC Comms Team/ SVS Comms</p>	Resourcing	<p>Ensure GNN staff provide support to LDCC Comms Team.</p> <p>Support the establishment and management of the LDCC Communications Team which is responsible for:</p> <ul style="list-style-type: none"> • Internal comms within LDCC. External communications including arrangements for local stakeholder • briefings; communication with occupiers of premises within disease control zones including issuing of letters and advice/ guidance materials. • Liaison with GNN to support DVM/ ROD around media interviews, • Establishing local helpline if required.
	Local communications handling	<p>Regional communications cells would ensure that stakeholders, front line staff and the local media are kept fully informed and be the main information source for local technical headlines if set up.</p>

		Feedback to central hub, details of local activity and intelligence, taking a role in local stakeholder meetings and coordinating briefing information for local media interviews. Providing input for LDCC situation reports.
		Running daily meetings to brief and consult key stakeholders (NFU) and delivery partners (LAs, EA) on developments (usually led by DVM or ROD).
		Coordinate stakeholder meetings, with briefing and coordination being handled by the LDCC Communications Manager.
	Correspondence	Dealing with incoming correspondence from the local public and local MPs (CCU could have a role in ensuring consistency of message and quality of replies).
	Local helpline	Equipping, staffing and briefing the local Animal Health Helpline.
SVS Communications (HQ/ NDCC roles)	Operational communications	VIPER Team issuing amendments and updates to operational instructions to the SVS and NDCC via exotic disease operational instructions using normal procedures.
		Rapid operational communications to field staff- mass text messaging and daily updated dial- in information updates; field staff can phone in to a recorded message service or receive text updates and would be advised of changes and where to get more details.
		Providing input for management reports and situation reports.
		Alerting the Customer Contact Unit (Defra)/ Defra Press Office/ Strategic Communications Adviser of any “exceptions” or difficult issues about Ministers or officials need to be briefed.

Map of Initial High Level Actions following confirmation of Exotic Animal Disease Outbreak



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3. STRUCTURES

3.1. During an outbreak of exotic animal disease there will be certain structures put in place to coordinate and support the response. Upon confirmation of disease the response will be managed at three levels of command:

Strategic

3.2. At the strategic level key officials will make decisions concerning the policies upon which the disease control operation will be based. They will also ensure that the response complies with our domestic and international legal obligations and that all those concerned across government are appropriately engaged and provide direction to the tactical level response.

(e.g Chief Veterinary Officer)

Tactical

3.3. At the tactical level officials are responsible for ensuring that strategic advice is translated into practical instructions to those carrying out the operational response. The tactical level response will be coordinated by the Joint Coordination Centre (JCC). This is both an advisory and coordination function for those controlling the disease at local level.

(e.g Head of Response Coordination)

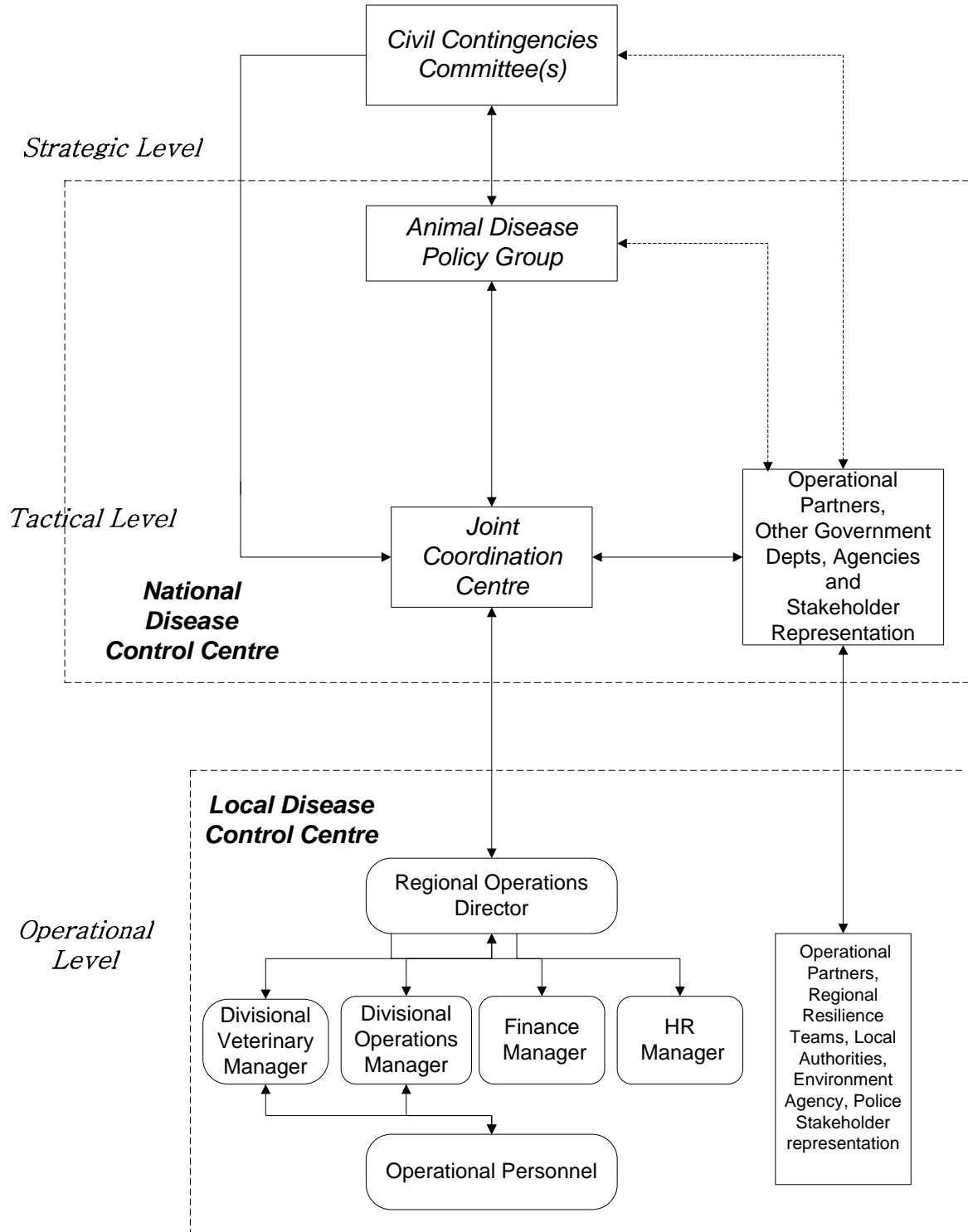
Operational

3.4. At the operational level activity will centre around the work of the Local Disease Control Centre (LDCC). The LDCC will implement tactical level advice in line with guidance set out in contingency plans and operational instructions. They will also report back to the JCC concerning the progress of the disease control operation.

(e.g Regional Operations Director (ROD))

3.5. The following diagram sets out the elements of each level of command is and how they interrelate.

Single Line Command Structure



National Disease Control Centre (NDCC)

3.6. The NDCC is responsible for policy and operations on a national level.

3.7. Under the overall control of the Chief Veterinary Officer (CVO) its functions include the following:

Policy:

- To develop, determine and interpret policy within the legislative framework.
- To advise Ministers.
- To set the overall objectives for the disease control operation.

Operations:

- To establish the Joint Coordination Centre (JCC). The JCC is part of the NDCC and is a co-ordinating body for key functions of the disease control operation. The JCC will be comprised of cells relating to the following key operations:

NDCC Policy functions

Veterinary Exotic Diseases, Research and Official Controls Division (VEROD)

3.8. VEROD is responsible for veterinary policy and advice to policy makers on the control of the disease. It will oversee the work of the Disease Reporting Team in its initial stages. Once this function has been handed over to the NDCC Disease Reporting Team VEROD will handle report cases for other diseases.

International Animal Health (IAH)

3.9. IAH Division are responsible for policies to prevent the transmission of disease to other countries by controlling the export of susceptible commodities. This includes re-establishing export markets as the disease situation improves. This is achieved through close co-operation of the SVS, industry stakeholders and Foreign and Commonwealth Office (FCO) to ensure accurate information is exchanged.

Surveillance, Zoonoses & Emerging Issues Division (SZEID)

3.10. SZEID is responsible for information on the distribution of livestock through the poultry register and RADAR etc. It oversees the work of the Geographic Information Systems (GIS) team. It also leads on certain zoonotic disease matters, where appropriate.

Exotic Disease Prevention and Control Division (EDPC)

3.11. EDPC is responsible for developing and interpreting policy on disease control for the legislation for managing, with legal advice, the establishment of control zones within England. It is the main division with responsibility for liaison with the Devolved Administrations in the development of a complementary approach to disease control and for ensuring that stakeholders are informed. Other duties include liaison with opposite numbers across government, coordinating policy papers for Minister and the Civil Contingencies Committee (CCC), and setting up and running the Animal Disease Policy Group (ADPG) and National Experts Group (NEG). The division will also ensure that the Communications and webteam have the appropriate information, and will lead on stakeholder involvement.

Animal Welfare

3.12. Animal Welfare Policy Division is responsible for advising on animal welfare on farm and at slaughter. They will be responsible for developing any schemes considered necessary to protect the welfare of animals affected by movement restrictions.

NDCC Operational Functions - Joint Coordination Centre (JCC)

Disease Reporting Team (DRT)

3.13. The DRT receives reports of suspected disease from the field, considers the options for control, authorises slaughter as appropriate and acts as a central co-ordination point to collate, refine and present up-to-date information on disease reports.

The DRT will be established as follows:

- Once a decision is made to establish the NDCC the Head of Veterinary Exotic Diseases and Official Controls Division (VEROD) will meet with Head of Veterinary Operations and the Head of Response coordination to organise the transfer of responsibility from VEROD for report cases to the DRT.
- Designated VLA vets will be called in as will the Head of DRT an agreed time.
- A member of VEROD will work in the DRT for an initial period.
- Once the Head of the DRT is in post, a decision will be made on their level of authority for distance confirmation. VEROD staff revert to their normal duties taking report cases on other diseases and advising policy colleagues on veterinary matters.

Veterinary Liaison

3.14. The veterinary liaison cell will act as the central point of contact in the JCC for veterinary staff working in the field. It co-ordinates and manages the veterinary aspects of the control, eradication and recovery operation by liaison with the Animal Health and Welfare policy colleagues and by direction of the DVMs.

Finance

3.15. The NDCC finance cell is responsible for ensuring that the financial costs of the disease control operation are accurately monitored and captured. This will require close liaison with the Contingency Regional Finance Manager(s) posted to the Local Disease Control Centre(s). The finance cell will also coordinate liaison between Defra's Finance Planning and Resources Directorate (FPRD) and HM Treasury if any claim for reserve funding is required.

3.16. The NDCC Head of Finance will be appointed by the Chief Executive SVS immediately following confirmation of disease and is responsible for establishing the Animal Disease Finance Team in the JCC and liaising with FPRD for the provision of a Contingency Regional Finance Manager (CRFM) to each LDCC.

Procurement

3.17. The procurement cell will ensure that best practice guidance is available to AHDOs and LDCCs covering the requirements from the period from confirmation of the outbreak until the Procurement Emergency Response (PERT) Team arrives at the LDCC, including the triggering of contingency contracts; authorisation and use of emergency purchase orders and procurement cards; and contract management and letting.

Administration and forward planning

3.18. The administration and forward planning cell is responsible for horizon scanning to identify possible operational and logistic problems and provide solutions. They will use the output of epidemiological modelling for resource planning purposes in order to assess the operational impact of the predicted progression of the outbreak, identifying likely strategic, tactical and operational milestones.

LDCC Liaison

3.19. LDCC liaison forms part of the Administration and Forward Planning Team and will act as a central point for overseeing the relationship and communications between the NDCC and the LDCC. Its main function is to retain an overview of position at all the LDCCs.

3.20. It is also responsible for ensuring that information and guidance on the management of the outbreak (beyond that provided in the emergency instructions (EI's) etc) is passed urgently to the LDCCs.

Human Resources (HR)

3.21. The HR Team manage and coordinate the provision of veterinary, specialist, and administrative resources to the LDCCs by liaising with the SVS Human Resources Team in Worcester. It works with Defra HR, other Defra divisions, Defra agencies, Government Offices, Cabinet Office Civil Contingencies Secretariat (CCS), Department for Work and Pensions (Jobcentre Plus), Operational Support Secretariat and Other Government Departments to secure emergency staff, including veterinary resource. There will also be liaison

with the Royal College of Veterinary Surgeons (RCVS), British Veterinary Association (BVA), Foreign and Commonwealth Office (FCO) and other countries' Chief Veterinary Officers (CVOs) over transfer of staff and the use of the International Animal Health Emergency Reserve (IAHER). The team is also responsible for establishing contract terms and conditions for additional staff and contracted personnel as well as the provision of training, Health and Safety procedures for staff and contractors.

Management Information and Reports

3.22. The JCC Management Information team are responsible for collecting, collating and interpreting summary data and information on the control and management of the outbreak and to assess its impact on rural environment, economy and communities. The team will include administrators and statisticians as well as representation from CCS. The team will be a central point of intelligence for the outbreak, its impact and control. They will receive daily situation reports from RODS on behalf of the LDCCs and when appropriate, from Rural Affairs Forums. They will provide the NDCC report of data and analysis.

Information Technology (I T) Liaison

3.23. The IT cell will co-ordinate requests for IT services and developments and manage their delivery. This will involve liaison with IBM, the I T service contractor and SVS Business Development System who are responsible for the maintenance of I T Disease Control Systems for different diseases.

Culling, Transport, Disposal, and Cleansing and Disinfection

3.24. This cell within the JCC will issue tactical guidance to LDCCs concerning culling, transport, disposal, and cleansing and disinfection operations. It will liaise closely with the procurement cell to ensure that services are available to carry out these key operational functions. Over the period of the outbreak it will split into its component parts.

Legal Liaison

3.25. The Legal Liaison cell will provide legal advice and expertise to be made available to the NDCC and ADPG. Law and Regulation Directorate General provide for this eventuality in their business continuity plans.

Operational Partners

3.26. This will include representation from the Environment Agency (EA) , the Health Protection Agency (HPA) , the Association of Chief Police Officers (ACPO) , and the Local Authorities Coordinators of Regulatory Services (LACORS).

Stakeholders

3.27. Depending on the size, scale, and nature of the outbreak there may be some stakeholder representation within the JCC. Representatives from major stakeholder groups will be invited to attend NDCC birdtable meetings.

Devolved Administrations

3.28. Representatives from the Devolved Administrations will locate in the JCC.

Communications & Briefing Liaison

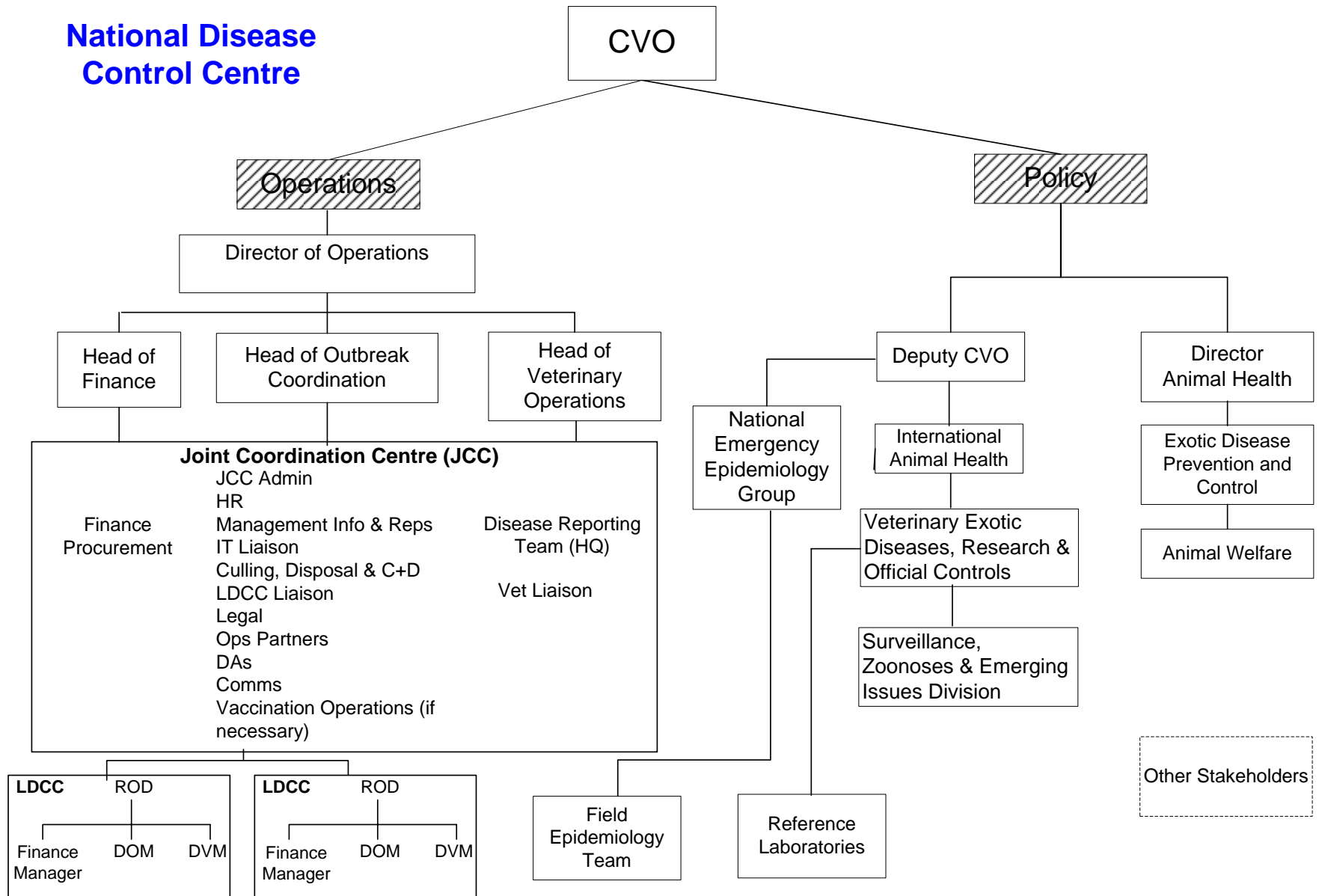
3.29. The Communications and Briefing Team aim to gather information on the disease outbreak, on the policies employed to control it and the operational response from a number of sources including the JCC Management Information Cell. It aims to provide accurate and timely briefing on the outbreak for Ministers, media, senior officials, helplines and all staff dealing directly with the public. The team will liaise with the GNN and Communications teams in the LDCCs to ensure that briefing is deployed effectively. They will ensure that all Defra and SVS staff are kept aware of developments in controlling the disease. The team will work closely and be integrated into the Communications Team that will be set up within Animal Health and Welfare Directorate General (AHWDG) and with the Central Communications Unit (CCU).

Vaccination (only during an outbreak of FMD)

3.30. The Vaccination Operations Team aims to co-ordinate and manage the emergency vaccination operation and provide the link between the JCC and the commercial contractors responsible for the supply of vaccination teams and supervisory veterinary surgeons. The team ensures commercial resource and supplies are sufficient that vaccine and supplies reach the designated vaccination centres promptly and are replenished as required. The team provides advice and guidance to the commercial contractor and information on vaccination capability and operational arrangements to JCC, Animal Health & Welfare/Veterinary Policy and LDCC staff, as well as instructions to the field.

3.31. All JCC cells will provide tactical advice to their counterpart cells at the Local Disease Control Centre (LDCC).

National Disease Control Centre



Local Control and Coordination

3.32. Upon confirmation of disease a Local Disease Control Centre (LDCC) will be established to manage the operational aspects of the response. Depending on the size and scale of the outbreak, there may be more than one LDCC established.

3.33. The LDCC will include the following teams, set up to manage key local operational and support functions:

Allocations

3.34. Ensures jobs are prioritised, allocated on time, fully completed and accurately recorded.

Biosecurity

3.35. Provides materials, personnel and information to reduce the risk of spread of disease from infected to uninfected stock.

Communications

3.36. Provides a comprehensive, integrated communications service, including all aspects of internal and external communications.

3.37. The LDCC Communications team is responsible for several functions operating within separate cells but providing an integrated service. These functions are:

- Help line
- Stakeholder Liaison/External Communications
- Secretariat & Press Office
- Internal Communications and Distribution

Epidemiology

3.38. Contributes to the understanding and control of disease by analysing patterns of disease and assessing risk factors

Facilities

3.39. Provides LDCC with the required infrastructure including accommodation, data and communications, fixtures and fittings and security.

Field Operations

3.40. Co-ordinates and manage disease management in the field. Overall responsibility for field operations.

Case Officer

3.41. Oversees all activities on premises by Defra technical staff, valuers, slaughtermen contractors, etc to minimise the risk of disease spread from the premises by ensuring rapid and effective completion of disease control measures.

Cleansing and Disinfection Cell

3.42. Co-ordinates appropriate C & D activities on all premises where animals have been slaughtered for disease control purposes.

Disposal Cell

3.43. Co-ordinates the disposal of carcasses from premises where animals are slaughtered for disease control purposes.

Gate Officer

3.44. Controls and records movement of people, vehicle, materials and equipment onto and off premises via Control Point(s)

Sampling Handling Cell

3.45. Processes samples received at LDCC in a biosecure way.

Slaughter Cell

3.46. Co-ordinates slaughter activities on all premises where animals are to be slaughtered for disease control purposes.

Stores Cell

3.47. Maintains sufficient stores to allow Field Operations Team to undertake valuation, slaughter, disposal and cleansing and disinfection on premises where animals have been slaughtered for disease control purposes.

Valuation Cell

3.48. Ensures fair and accurate valuations of all livestock being slaughtered for disease control purposes are carried out in accordance with legislative and policy requirements.

Finance

3.49. Manages all finance activity within the LDCC

Geographical Information Services (GIS)

3.50. Ensures that the critical GIS response to the declaration of an IP is met.

Licensing

3.51. Assists the disease control process by licensing movements approved under the emergency restrictions.

Human Resources (HR)

3.52. Will coordinate the provision of additional people and ensure that best Human Resource practise and Defra standards are applied.

Procurement

3.53. Manages procurement and contractual activity at the LDCC in accordance with Defra and SVS procedures.

Record Control Centre

3.54. Develops and manages an effective LDCC Record Centre, by managing official records including registered files and any other media which conveys information.

Surveillance

3.55. Identifies clinical disease, verify details of premises, obtain information on stock numbers and disposition on premises, undertake required surveillance to enable zone clearance and undertake surveillance as required for other teams (e.g. Epidemiology).

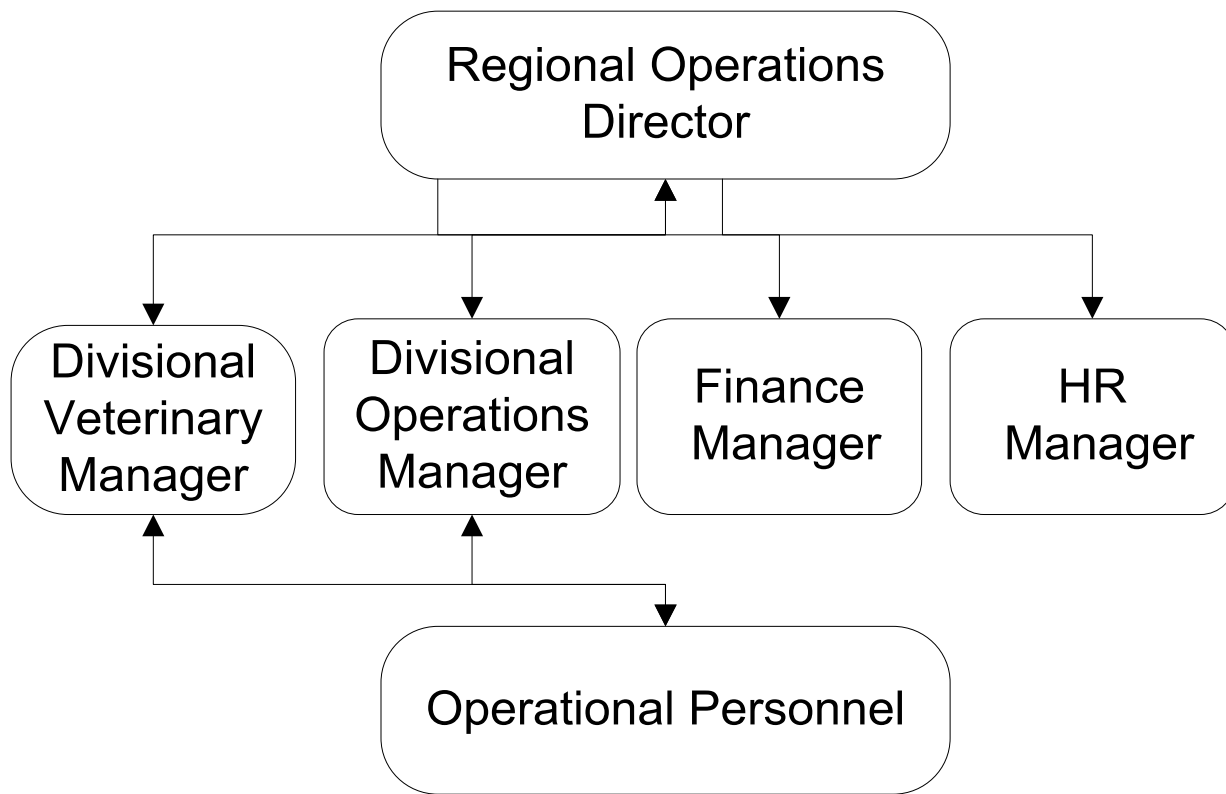
Tracings and Dangerous Contacts

3.56. Identifies the source of disease, and works to limit its spread, by ensuring that tracings are identified and prioritised promptly.

Health and Safety

3.57. Provides timely and appropriate advice and assistance for all aspects of staff health and safety.

LOCAL DISEASE CONTROL CENTRE



Stakeholder representation, Operational Partners, Regional Resilience Teams, Local Authorities, Environment Agency, Police

Regional Coordination

3.58. Outbreaks of exotic animal disease are unique in that both their national and local response is led by a single government department, Defra. This is due to the fact that the risk of rapid spread of disease can quickly turn a local emergency into a national one, also creating implications for international trade. Therefore in order to facilitate a rapid and effective response it is crucial to ensure that any action taken is properly coordinated by a single body.

3.59. However, Defra recognises that an outbreak of disease cannot be managed successfully, through the efforts of only one department and that there would be actions that are required outside of the animal disease eradication effort. The control and eradication of disease inevitably requires a coordinated multi agency response. In the case of most other types of emergency this will be managed by a Strategic Coordination Group (SCG) which is established under the chairmanship of the local police force, with a Gold, Silver and Bronze command, with some similarities to the Defra Strategic, Tactical, and Operational levels. At Government Office regional level the response, if necessary, will be managed by the RRD who will consider the wider aspects of the outbreak and other functions outside the region and if coordination is required across a number of SCG's. In addition a variety of operational partners such as Local Authority Trading Standards Officers are involved in the disease control operation.

3.60. In an attempt to bring arrangements for response to outbreaks of animal disease in line with those for other types of emergency the following framework has been put in place, to be deployed flexibly to meet the needs of each individual outbreak of disease:

- The Regional Operations Director (ROD) will brief the appropriate Regional Resilience Director (RRD) and agree on whether convening a RCCC is an appropriate and proportionate response to the outbreak. If it is agreed then a request will be made via Department for Communities and Local Government (DCLG) to this effect. SVS Contingency Planning Division will alert the RRD if necessary following the amber teleconference
- The ROD will invite a member of the RRD's team to join the Local Disease Control Centre (LDCC) along with other local stakeholders involved in the management of the outbreak.
- Unless there are strong reasons to the contrary it is expected that the Regional Resilience Team (RRT) will convene a

meeting of the Regional Civil Contingencies Committee (RCCC) as soon as possible to brief responders and report back.

- At this stage it is not expected that local SCGs will be convened, unless significant wider impacts e.g health or environmental, emerge that require a coordinated local response (though local representatives will of course wish to cascade information to local networks).
- The Regional Civil Contingencies Committee (RCCC) will be able to take an overview of the wider impacts of an outbreak which may cross local boundaries, engaging local partners as necessary.
- If it is not considered necessary for the RCCC to convene, the RRD and the ROD, in consultation with the chair (designate) of the SCG, need to agree if a local SCG should be convened to cover wider consequences.
- Where a local SCG is established, they will work in close collaboration with the RRDs who will be taking a close interest in the wider impacts work on behalf of central government (e.g. public information, public health issues and economic impact). Where an RCCC is not established, SCGs will liaise with the RRD to facilitate regional co-ordination and effective flow of information to the centre.

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4. GROUPS & COMMITTEES

Strategic Level

4.1. **Civil Contingencies Committee (Officials) (CCC (O))**

Purpose: To review strategies in a wider Government context and for dealing with operational strategy issues which affect other Government Departments

Chair: Cabinet Office Civil Contingencies Secretariat (CCS)

Secretariat: CCS

Participants or their representatives:

DEFRA (Permanent Secretary, Chief Veterinary Officer, Chief Scientific Advisor, Chief Executive State Veterinary Service)
Representatives from: Scottish Assembly (SEERAD), Welsh Assembly Government (WAG EPC), Number 10, Department for Communities and Local Government (DCLG), Environment Agency (EA), Ministry of Defence (MOD), Home Office, Association of Chief Police Officers (ACPO), Foreign and Commonwealth Office (FCO), Department for Work and Pensions (DWP), Department of Health (DoH), Health Protection Agency (HPA), Department for Culture, Media, and Sport (DCMS), Department for Transport (DfT), Her Majesty's Treasury (HMT), Food Standards Agency (FSA), Office for Science and Technology (OST).

Agenda:

- Collective agreement on issues raised.
- Issues requiring escalation to CCC (Ministers) for collective decision if necessary.

4.2. **Civil Contingencies Committee (Ministers) (CCC)**

Purpose: To provide a forum for Ministerial review of strategies in a wider Government context and for dealing with decisions relating to policy and operational strategy issues that affect other Government Departments.

Chair: Defra Minister

Secretariat: Cabinet Office Civil Contingencies Secretariat (CCS)

Participants or their representatives:

Ministerial representation from Scottish Assembly (SEERAD), Welsh Assembly Government (WAG EPC), Number 10, Department for Communities and Local Government (DCLG), Ministry of Defence (MOD), Home Office, Foreign and Commonwealth Office (FCO), Department for Work and Pensions (DWP), Department of Health (DoH), Department for Culture, Media, and Sport (DCMS), Department for Transport (DfT), Her Majesty's Treasury (HMT), Food Standards Agency (FSA), Office for Science and Technology (OST).

Agenda:

- Consideration and development of strategies and operational policies where wider government commitment is required.
- Consideration of CCC(O)'s position on strategic issues for consideration of wider implications; in particular strategies for relief and recovery.
- Consideration of representations from Stakeholder Meetings in developing strategies.
- Collective agreement on decisions to report back to CCC(O) members.

4.3. **Animal Disease Policy Group (ADPG)**

Purpose: This is a permanently established group. Its role is to provide disease control policy advice and strategy recommendations to Defra Ministers and the Civil Contingencies Committee and challenge strategic assumptions.

Chair: Chief Veterinary Officer

Secretariat: EDPC Division

Participants or their representatives:

Defra Chief Scientific Advisor's representative, Deputy Chief Veterinary Officer, Director Animal Health & Welfare, Head of National Emergency Epidemiology Group (NEEG), Office of Science and Technology representative, Director General Sustainable Farming and Food, Chief Executive SVS (or other appropriate SVS representative), Head of Legal Animal Health & Welfare, Communications Directorate representative, Scottish Assembly (SEERAD), Welsh Assembly Government (WAG EPC), Department for Agriculture and Rural Development, Northern Ireland (DARDNI) (if UK outbreak), Cabinet Office Civil Contingencies Secretariat (CCS), Head of EDPC Division. For zoonotic diseases core membership will be increased to include representatives from Health Protection Agency (HPA)/ Department of Health (DoH), International Animal Health (IAH).

For significant policy decisions, membership will expand to include: Defra Permanent Secretary and other Directors General, Defra Director of Finance, SVS Director of Finance, Defra Director of Communications.

Agenda:

- Agreed advice to be given to CCC on disease control strategy.
- Agreed policy recommendations for Ministers.
- Policy decisions based upon scientific advice, including that of the National Experts Group (NEG).
- Identification of risks and issues for future scenarios that may have an impact upon strategies under consideration.

4.4. **Defra Emergency Management Board**

Purpose: The strategic decision making body responsible for taking the initial decisions upon confirmation of disease. Following its initial meeting all decisions relating to disease control policy will be taken by the Animal Disease Policy Group (ADPG). The Defra Emergency Management Board will focus on support for the disease control operation and its wider impacts.

Chair: Permanent Secretary

Participants or their representatives:

Minister for Local Environment, Marine, and Animal Welfare, All Defra Directors General, Chief Executive SVS, Director of Communications, Defra Head of Finance, Chief Veterinary Officer, Chief Scientific Advisor, Head of Legal Animal Health & Welfare.

Agenda:

- Overview of disease progression, the current epidemiological situation and future forecasts, and its potential impact upon human health.
- Actions taken and implications arising from them.
- Review of current operational organisation and to record any decisions in relation to the establishment of CCC.
- Decisions on future action relating to internal and external communications, including media handling.
- Decisions on level of involvement required from the Devolved Administrations.
- Decisions relating to any parliamentary issues.
- Implications for business continuity for all groups within the Defra family.
- Possibility of future meetings.

4.5. **Daily Communications Meeting**

Purpose: A daily forum for identifying and agreeing key points to make for communications (internal & external) and media briefing.

Chair: Director of Communications

Secretariat: Communications Directorate Strategic Communications Unit

Participants or their representatives:

Chief Executive SVS, Permanent Secretary, Minister, Chief Veterinary Officer, No 10, Exotic Disease Prevention and Control Division (EDPC).

Agenda:

- Strategic discussion.
- Key messages, lines to take, issues of the day.
- Media handling.

4.6. Science Advisory Council (SAC)

Purpose: To provide independent science advice to Defra's Chief Scientific Advisor, the ADPG and the CCC; and to audit and advise on strategic assumptions.

Chair: Defra Chief Scientific Adviser

Secretariat: Defra Chief Scientific Adviser's Office

Participants or their representatives:

Defra Chief Scientific Adviser, Members of the Science Advisory Council augmented by additional experts as appropriate (including EU experts).

Additional Participants or their representatives may include: CVO's representative, Science Directorate Officials, and representatives from MoD, OST, CCS, FSA, EA, DoH & HPA, SEERAD, DARDNI, WAG EPC as appropriate. Other technical experts, including those with relevant industry expertise may be asked to provide briefing on specific issues.

Agenda

- Advice to CCC on the science relating to strategies for disease control, carcase disposal and farm restoration and their implications, in order that the Committee can develop appropriate strategies.
- Peer review of the quality of the scientific evidence supporting veterinary policy, including, if necessary, commissioning independent modellers to provide modelling evidence relating to specific science questions.
- Audit and advice on assumptions within strategy development.
- Horizon scanning for future scenarios that may have an impact on strategies.

4.7. **National Experts Group**

Purpose: A permanently operational group who will, during an outbreak of animal disease, provide tactical advice and recommendations on the disease and its control to the Animal Disease Policy Group.

Chair: Deputy Chief Veterinary Officer (DCVO)

Secretariat: Exotic Disease Prevention and Control Division (EDPC)

Participants or their representatives:

Head of the National Epidemiology Experts Group (NEEG), SVS Epidemiologists, Head of the relevant laboratory. Experts in virology, diagnostics, phylogenetics, vaccinology, epidemiology and pathogenesis, serology representative from the Veterinary Laboratories Agency, Meteorologist (where appropriate), In-house modelling representative, Modelling representative appointed by the Science Advisory Council – Epidemic Diseases Sub Group (SAC-ED), Invited experts on environmental and rural issues, Head of Exotic Disease Prevention and Control (EDPC).

Agenda:

- Recommendations on disease control for the Animal Disease Policy Group (ADPG).
- Advice to be shared with policy colleagues in the Devolved Administrations and the independent scientists in the Science Advisory Council Epidemic Diseases Sub Group.
- Commissioning additional analytical work if existing models do not provide a sufficient understanding of the epidemic.

4.8. **National Epidemiology Emergencies Group (NEEG)**

NEEG operates as a working division during an outbreak of animal disease, and is composed of various epidemiological experts. Its main functions are to:

- Provide necessary advice and assessment to contribute to policy decisions.
- Provide advice on the viability and efficacy of vaccination as a measure of disease control.
- Provide representation to the National Experts Group (NEG) and Animal Disease Policy Group (ADPG).
- Provide regular epidemiology reports to the European Commission.
- Advise on surveillance in general and produce surveillance plans for country freedom.

4.9. **Stakeholder Meetings**

Purpose: To provide stakeholders with a forum for discussing and influencing policy developments and to help steer the strategic direction.

Chair: Chief Veterinary Officer (or Minister if appropriate).

Secretariat: Exotic Disease Prevention and Control Division (EDPC)

Participants or their representatives:

Defra Chief Scientist (or Deputy), Defra CVO (or Deputy), Chief Executive SVS (or Deputy), Defra Communications Director, Stakeholders representing agricultural and rural interests, food supply and other organisations (*by open invitation*), lists of stakeholders provided by AHWDG and DG NRRA.

Other Government Departments (as necessary) [possibly inc. DoH, Food Standards Agency (FSA)].

Agenda:

- Strategy development and provide a forum to raise concerns and issues
- Provide input to policy development via Defra Senior Officials
- Any other business.

4.10. **Defra Rural Issues Group**

Purpose: To provide advice and policy recommendations on rural issues to the CCC and ADPG.

Chair: Director, Rural Policy.

Secretariat: Office of Director, Rural Policy.

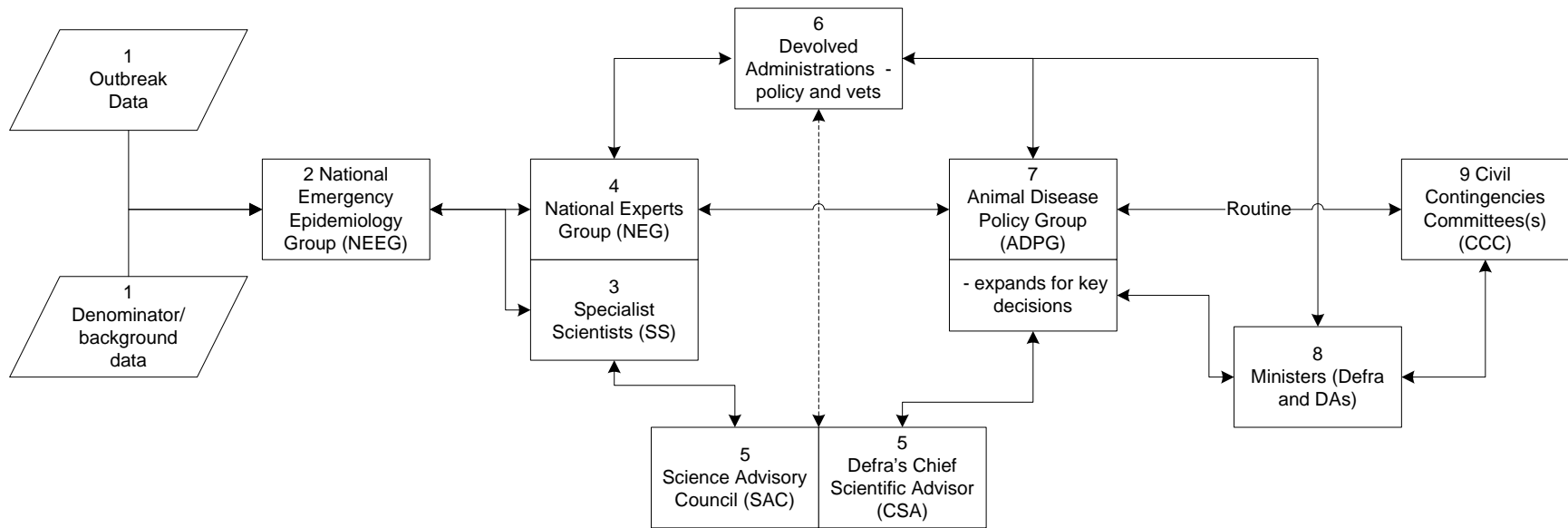
Participants or their representatives:

Action with Communities in Rural England (ACRS), Age Concern England, Association of National Park Authorities (ANPA), British Chamber of Commerce, British Horse Society, Churches Together in England, Co-operatives UK, Campaign to Protect Rural England (CPRE), Country Land & Business Association (CLA), Countryside Agency, Countryside Alliance, English Heritage, English Nature, Environment Agency, Forestry Commission (England), Housing Corporation, Local Government Association (LGA), National Association of Local Councils, National Federation of Women's Institutes, National Trust, National Youth Agency, National Council for Voluntary Organisations (NCVO), National Farmers' Union (NFU), Ramblers' Association, Regional Development Agencies, Royal Society for the Protection of Birds (RSPB), Royal Society for the Prevention of Cruelty to Animals (RSPCA), Trades Union Congress (TUC), Department for Culture, Media and Sport (Tourism), Department for Trade and Industry (business support), Department for Work and Pensions (Jobcentre Plus), Department for Communities and Local Government (DCLG).

Agenda:

- Agree advice for ADPG and CCC on the affect of policies on rural communities and industries.
- Feedback from stakeholders on rural issues.
- Challenges of assumptions within strategy development.
- Horizon scanning for future scenarios that may have an impact on strategies

Diagram of inter-relationships between Policy and Strategy Groups



Tactical Level

4.11. NDCC Birdtable Meetings

Purpose:

- To provide a vehicle for communication between all policy, operational, and communications functions involved in managing the outbreak.
- To provide brief situation reports on all aspects of the operation to those concerned in its management, which may include operational partners and external stakeholders, to encourage a coordinated and cooperative response.
- To identify key emerging issues and allocate responsibility for resolving them and reporting back, so creating and fostering feedback loops.
- To provide a structure to deal with action points and a designated point at which all those involved in the response can consider future action necessary.

Chair: Head of Response Coordination

Secretariat: SVS Contingency Planning Division

Participants or their representatives:

All JCC Heads of Cell, policy representatives, operational partners, invited stakeholders, and the Minister/ Permanent Secretary (optional) Chief Veterinary Officer (CVO), Chief Executive SVS (CE SVS)

Agenda:

- Update on current disease status.
- Situation reports from JCC Heads of Cell and Heads of Policy Divisions.
- Updates from Stakeholders/ Operational Partners/ Devolved Administrations.
- Update from Chief Executive, State Veterinary Service (CE SVS).
- Update from Chief Veterinary Officer (CVO)

- Comments from the Minister (if in attendance).
- Date and time of next meeting.

Birdtables are held standing up, with participants contributing in the same order each time. Contributions must be brief, well focused on key issues and should be completed as expeditiously as possible.

Operational Level

4.12. LDCC Birdtable Meetings

Purpose:

- To provide a vehicle for communication between all key operational functions involved in managing the outbreak locally.
- To provide brief situation reports on all aspects of the operation to those concerned in its management, which may include operational partners and external stakeholders, to encourage a coordinated and cooperative response.
- To identify key emerging issues and allocate responsibility for resolving them and reporting back, so creating and fostering feedback loops.
- To provide a structure to deal with action points and a designated point at which all those involved in the response can consider future action necessary.

Chair: Regional Operations Director (ROD)

Secretariat: LDCC Communications Team

Participants or their representatives:

All LDCC Heads of Cell, operational partners, invited stakeholders,

Agenda:

- Update on current disease status.
- Situation reports from LDCC Heads of Cell.
- Updates from Stakeholders and Operational Partners.
- Date and time of next meeting.

Birdtables are held standing up, with participants contributing in the same order each time. Contributions must be brief, well focused on key issues and should be completed as expeditiously as possible.

4.13. **Regional Operations Directors (RODs) Teleconference**

Purpose: To provide a daily forum for Regional Operations Directors to communicate with the Joint Coordination Centre (JCC).

Chair: Head of Response Coordination

Secretariat: SVS Contingency Planning Division

Participants or their representatives:

Regional Operations Director(s), Chief Executive SVS, Head of Veterinary Operations, Divisional Veterinary Manager(s).

Agenda:

- Current regional situation(s).
- Resources.
- Operational Issues.
- Issues requiring escalation.
- Future Actions.

Battle Rhythm – Strategic and Tactical Levels

Time	Event	Location	Participants or their representatives
0800 – 0830	Daily Communications Meeting	Conference Room LG20 Page Street	Minister, No.10, CVO, CE SVS, DG NRRRA, CSA, Dir: Defra Comms (Chair),
Ad-hoc	Animal Disease Policy Group	Conference Room LG20 Page Street	CVO (Chair) (other participants outlined in description of group.)
1000 – 1100	Civil Contingencies Committee (s)	Cabinet Office Briefing Room (COBR)	Chair: Cabinet Office CCS or Defra Ministe (other participants outlined in description of group).
1130 - 1200	Media Briefing	Nobel House	Defra Minister, CVO, Defra CSA, CE SVS

0730 – 0800	JCC Birdtable Meeting	JCC Page Street	Key NDCC personnel
1200 – 1230	JCC Birdtable Meeting	JCC Page Street	Key NDCC personnel
1400 – 1430	Regional Operations Directors' Teleconference		Dir Ops, RODs
1900 - 1930	JCC Birdtable	JCC Page Street	Key NDCC personnel
2100 (approx)	NDCC Report compiled & circulated	JCC	JCC Management Information Cell

4.14. The battle rhythm set out here is indicative. These timings are for an outbreak of considerable size in which a Civil Contingencies Committee is established and a daily media briefing is the norm.

4.15. Where an outbreak is small and events are slow moving a more condensed battle rhythm will be more appropriate, with a later start and earlier finishing time- possibly with the first birdtable at 8.30/ 9am and the last at 5pm. The main point is to ensure that a rhythm is set and understood by all.

Battle Rhythm- Operational (LDCC) Level

Time	Event	Location	Participants or their representatives
0730 – 0800	LDCC Birdtable Meeting	LDCC	Heads of Ops Teams Other LDCC representatives
0800 – 0830	Daily Management & Communications Meeting		ROD, DVM, DOM
1130 – 1200	Media Briefing		ROD
1200 – 1230	LDCC Birdtable	LDCC	Heads of Ops Teams Other LDCC representatives
1400 – 1430	Regional Operations Directors' Teleconference	Page Street	RODs
1800	ROD Sitreps due	Sent to JCC Stats & Info Team	
1900 - 1930	LDCC Birdtable	LDCC	Heads of Ops Teams Other LDCC representatives

4.16. Any deviation from the set battle rhythm must be agreed between the Head of Response Coordination and the Chief Veterinary Officer.

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5. ROLES & RESPONSIBILITIES

5.1. This section outlines the roles and responsibilities of key officers within Defra and the State Veterinary Service in responding to an outbreak of Exotic Animal Disease. It describes the actions and processes requiring completion at each phase of the disease control operation. Each post-holder will employ their knowledge, judgement and discretion in order to determine the most appropriate response to the situation, using this document as a guide to ensure that they act as part of a coordinated response.

Strategic Roles

5.2. At the strategic level key individuals will be required to make decisions concerning the policies upon which the disease control operation will be based. This will also involve taking decisions to ensure that the response complies with our domestic and international legal obligations and that all those concerned across government and beyond are appropriately engaged.

Tactical Roles

5.3. Key individuals at the tactical level are responsible for translating strategic decisions into guidance and instructions for those at the operational level.

Operational Roles

5.4. Those with key responsibilities at the operational level are responsible for the effective implementation of tactical advice.

Strategic Level

SECRETARY OF STATE (SoS) FOR ENVIRONMENT, FOOD, & RURAL AFFAIRS

Suspicion Phase (Amber Alert)

5.5. There are no specific actions to be carried out by the Secretary of State at suspicion stage.

Confirmation Phase (Red Alert)

5.6. The Secretary of State will:

- Brief Parliament if necessary.
- Brief No 10 and the Cabinet.

Mobilisation & Ongoing Management of Disease Control

5.7. The SoS's day to day involvement will be dependent on the size and scale of the outbreak. Their involvement is likely to be greater in a national scale outbreak with regional spread of disease, or an instance of zoonotic disease with implications for human health. The SoS State may be required to:

- Make a decision concerning the use of emergency vaccination as a measure of disease control in an outbreak of Foot and Mouth Disease. The decision must be justified to Parliament and will be based upon epidemiological and scientific advice provided by Defra's Chief Veterinary Officer and Chief Scientific Advisor.
- Brief Parliament about current risks and disease control measures.
- Brief the Cabinet and No 10 when necessary.
- Brief the media, when necessary. (The Chief Veterinary Officer will be the main spokesperson for the media. However a decision will be made by the Director of Communications whether the Secretary of State's involvement in media briefing is appropriate).

MINISTER OF STATE FOR LOCAL ENVIRONMENT, MARINE, AND ANIMAL WELFARE

5.8. During an outbreak of Exotic Animal Disease, lead ministerial responsibility will rest with the Minister of State for Local Environment, Marine, and Animal Welfare.

Suspicion Phase (Amber Alert)

5.9. There are no specific actions to be carried out by the Minister at suspicion stage.

Confirmation Phase (Red Alert)

5.10. The Minister may:

- Attend the initial meeting of the Defra Emergency Management Board

Mobilisation & Ongoing Management of Disease Control

5.11. Throughout the disease control operation the Minister will be required to:

- Attend the NDCC birdtable meeting, if considered necessary.
- Attend meetings of the Defra Emergency Management Board.
- Brief the media, when necessary (The Chief Veterinary Officer will be the main spokesperson for the media. However a decision will be made by the Director of Communications whether ministerial involvement in media briefing is appropriate).
- Chair meetings of the Civil Contingencies Committee (CCC).

Participants or their representatives:

Ministerial representation from Scottish Assembly (SEERAD)

Welsh Assembly Government (WAG EPC)

Number 10

Department for Communities and Local Government (DCLG)

Ministry of Defence (MOD)

Home Office

Foreign and Commonwealth Office (FCO)

Department for Work and Pensions (DWP)

Department of Health (DoH)

Department for Culture, Media, and Sport (DCMS)

Department for Transport (DfT)
Her Majesty's Treasury (HMT)
Food Standards Agency (FSA)
Office for Science and Technology (OST).

Agenda:

- Consideration and development of strategies and operational policies where wider government commitment is required.
 - Consideration of CCC (O)'s position on strategic issues for consideration of wider implications; in particular strategies for relief and recovery.
 - Consideration of representations from Stakeholder Meetings in developing strategies.
 - Collective agreement on decisions to report back to CCC(O) members.
-
- Brief the Environment, Food and Rural Affairs (EFRA) select committee as appropriate.
 - Respond to Parliamentary Questions concerning the disease outbreak.

Attendance at committees and meetings

5.12. The Minister will attend:

- NDCC Birdtable meetings, as necessary.
- Defra Emergency Management Board.
- Civil Contingencies Committee (Ministers)

PERMANENT SECRETARY

Responsibility

5.13. The Permanent Secretary is responsible for:

- All strategic decisions taken within Defra.

Accountability

5.14. The Permanent Secretary is accountable, through the Chief Executive SVS and Defra Finance Director for ensuring the financial integrity of the control and recovery operations by establishing proper procurement, finance and audit procedures, in liaison with HM Treasury and the National Audit Office.

Suspicion Phase (Amber alert)

5.15. There are no specific actions to be carried out by the Permanent Secretary at suspicion stage.

Confirmation Phase (Red Alert)

5.16. Upon confirmation of disease by the Permanent Secretary, having been notified by the Director Animal Health & Welfare, will be required to:

- Notify Defra Ministers and the Secretary of State that disease has been confirmed. (This is the responsibility of Private Office if the Permanent Secretary is absent).
- Convene the Emergency Management Board (EMB).
- Decide whether the Civil Contingencies Committee (CCC) should be established on the basis of emerging information about the disease.
- In the absence of the Chief Scientific Adviser (CSA) activate the Science Advisory Panel for Emergency Response (SAPER).

Depending on the size, scale and epidemiological nature of the outbreak, Defra's Science Advisory Council may decide that the Government's SAPER should be convened. Either the Permanent Secretary or the Chief Scientific Advisor should write to the Security and Intelligence Co-ordinator of the Civil Contingencies Secretariat to arrange this formally.

5.17. In the initial stages of the outbreak the Emergency Management Board will take decisions on disease control strategies.

5.18. Agenda for the initial meeting of the EMB:

- To provide an overview of disease progression, the current epidemiological situation and future forecasts, and its potential impact upon human health.
- To record actions taken and implications arising from them.
- A review of current operational organisation and to record any decisions in relation to the establishment of CCC.
- To take decisions on future action relating to internal and external communications, including media handling.
- To decide on level of involvement required from the Devolved Administrations.
- To take decisions relating to any parliamentary issues.
- To consider the implications for business continuity for all groups within the Defra family.
- To fix the date and time of the next meeting.

5.19. Following the initial meeting of the EMB responsibility for the above will pass to the Animal Disease Policy Group (ADPG). Thereafter the EMB will focus on business continuity issues.

5.20. Secretariat support to Emergency Management Board will be provided by the Permanent Secretary's office.

- Notify the Government Security and Intelligence Co-ordinator at Civil Contingencies Secretariat (CCS) should the EMB decide that a Civil Contingencies Committee (CCC) will be convened.

5.21. The EMB will then decide whether a CCC (Ministers –CCC/ Officials-CCC(O)) should be convened, based on emerging information about the disease. CCS is responsible for the organisation and administration of these meetings. These committees provide a forum for ministers and officials to review strategies in a wider Government context and for dealing with decisions relating to policy and operational

issues that affect other government departments. A decision to convene the group at ministerial level will be dependent upon the size and scale of the outbreak.

- Activate the National Disease Control Centre if, firstly the Chief Veterinary Officer, and secondly the Chief Executive of the SVS are unavailable to do so.

Mobilisation & Ongoing Management of Disease Control

5.22. Throughout the disease control operation the Permanent Secretary may be required to:

- Contact CCS if additional staffing is required, in order to trigger the protocols set out in the Central Memorandum of Understanding on Mutual Aid and the Redeployment of Human Resources.
- Chair meetings of the Emergency Management Board, which will also include business continuity issues.
- Ensure that Heads of Division with key roles to play are clear about their roles and responsibilities. The Permanent Secretary is also responsible for the appointment of suitable deputies.
- Work with the Secretary of State to ensure that No.10 is appropriately engaged and informed.
- Horizon scan for wider government issues.

Attendance at committees and meetings

5.23. The Permanent Secretary will attend:

- Defra Emergency Management Board
- Daily Communications Meeting
- Civil Contingencies Committee (Ministers and Officials)
- Defra Animal Disease Policy Group (ADPG) (The Permanent Secretary will not be required to attend every ADPG meeting, only those where significant policy decisions are being made.)

CHIEF VETERINARY OFFICER (CVO)

Responsibilities

5.24. The CVO is responsible for:

- Determining the level to which the response should be escalated.
- The National Disease Control Centre and the interface between the policy and operational functions.
- Ownership of animal disease policy and any associated risks. This is applicable in both peacetime and a disease outbreak situation.
- The provision of policy advice to Ministers and other senior government officials.
- Briefing the media on current policy and acting as Defra's main spokesperson in this respect.
- Strategic planning and setting of objectives, but not the tactical management of delivery.
- Response to any questions about test results and the timing of their delivery.

Suspicion Phase (Amber Alert)

5.25. At suspicion phase the Chief Veterinary Officer will:

- Chair the initial telephone conference where there is strong suspicion of disease.

5.26. This will be arranged by Exotic Disease Prevention and Control Division and others to be invited will include:

Deputy Chief Veterinary Officer (DCVO)
Chief Scientific Advisor (CSA)
Chief Executive SVS
Director Animal Health and Welfare (AHWDG)
Livestock Strategy Director or Head of Division
Communications Director (CD)
Representative for Government News Network (GNN)
Private Offices
No, 10

Exotic Disease Prevention and Control Division (EDPC)
Veterinary Exotic Diseases, Research and Official Controls Division (VEROD)
SVS Contingency Planning Director, Divisional Veterinary Manager (DVM),
SVS Operations Director
Civil Contingencies Secretariat (CCS)
News Coordination Centre, Scottish Executive (SEERAD)
Welsh Assembly Government (WAG EPC)
Department for Agriculture and Rural Development Northern Ireland (DARDNI)
Department of Health (DoH)
Health Protection Agency (HPA)
Head of National Epidemiology Emergencies Group (NEEG)
International Animal Health Division (IAH)
UKRep (United Kingdom Permanent Representation to the European Union)
part of the Foreign and Commonwealth Office

5.27. Other agencies may be notified, depending upon the nature of the disease.

Agenda for amber alert teleconference:

- Local situation report (DVM)
- National situation assessment including time line and risk assessment (CVO/ AHWDG)
- Public Health Implications (HPA/ DoH)
- Area restrictions (where appropriate), implementation and communications (AHWDG and DVM)
- Objectives for Communication (Communications Director)
- Stakeholder Communication, timing and context – National (AHWDG) and Local (DVM)
- Lines to take for media (AHWDG and Communications Directorate)
- Summarise action points (CVO)

Confirmation Phase (Red Alert)

5.28. The CVO is responsible for the confirmation of disease. They may use their discretion to raise the alert status to red before receiving laboratory test results if it is considered that the risk assessment indicates an unacceptably high risk of disease.

Upon confirmation of disease the CVO will:

- Inform the Chief Executive of the SVS that disease has been confirmed.
- Notify the Chief Scientific Advisor to the Government, the Chief Medical Officer, and the Chief Executive of the Health Protection Agency that disease has been confirmed.
- Activate the National Disease Control Centre. In the absence of the CVO this may be done, firstly by the Chief Executive of the SVS, or secondly by the Permanent Secretary.
- Set out objectives for disease control.

Mobilisation & Ongoing Management of Disease Control

5.29. Throughout the disease control operation the CVO will be required to:

- Chair the Animal Disease Policy Group (ADPG).

Participants or their representatives:

Defra Chief Scientific Advisor's representative
Deputy Chief Veterinary Officer
Director Animal Health & Welfare
Head of National Emergency Epidemiology Group (NEEG)
Office of Science and Technology representative
Director General Sustainable Farming and Food
Chief Executive SVS (or other appropriate SVS representative)
Head of Legal Animal Health & Welfare
Communications Directorate representative
Scottish Assembly (SEERAD)
Welsh Assembly Government (WAG EPC)
Department for Agriculture and Rural Development
Northern Ireland (DARDNI) (if UK outbreak)
Cabinet Office Civil Contingencies Secretariat (CCS)
Head of EDPC Division.

International Animal Health Division (IAH)

For zoonotic diseases core membership will be increased to include representatives from Health Protection Agency (HPA)/ Department of Health (DoH)

For significant policy decisions, membership will expand to include: Defra Permanent Secretary and other Directors General, Defra Director of Finance, SVS Director of Finance, Defra Director of Communications.

Agenda:

- Agreed advice to be given to CCC on disease control strategy.
- Agreed policy recommendations for Ministers.
- Policy decisions based upon scientific advice, including the National Experts Group (NEG).
- Identification of risks and issues for future scenarios that may have an impact upon strategies under consideration.

Secretariat support to the ADPG will be provided by EDPD Division.

- Chair national level stakeholder meetings.
- On the advice of the Head of Veterinary Operations, determine the level of veterinary resource required and, if necessary, make a request for additional personnel to other EU member states and the International Animal Health Emergency Reserve (IAHER).

Attendance at committees and meetings

5.30. The CVO will attend:

- NDCC Birdtable Meetings.
- Animal Disease Policy Group (to establish and chair).
- Daily Communications meeting.
- Defra Emergency Management Board

- Civil Contingencies Committee.
- Media briefing.
- Stakeholder meeting.

CHIEF EXECUTIVE SVS (CE SVS) (DIRECTOR OF OPERATIONS)

Responsibilities

5.31. The Chief Executive SVS is responsible for:

- Leading the delivery of the operational response nationally.
- Operational arrangements for disease control.
- Briefing Ministers on disease control operations and lead at CCC (O) on Operations.
- The management of all operational disease control staff, including those drafted in from other areas of the Defra family and elsewhere.

Suspicion Phase (Amber alert)

5.32. At suspicion phase the Chief Executive SVS will:

- Participate in the initial telephone conference.
- Brief members of the SVS Corporate Management Team of the disease situation.
- Ensure readiness of the SVS.

Confirmation Phase (Red Alert)

5.33. Upon confirmation of disease the CE SVS will:

- Have the authority to activate the National Disease Control Centre, in the absence of the CVO.
- Lead the delivery of the operational response nationally.

Mobilisation & Ongoing Management of Disease Control

5.34. Throughout the disease control operation the CE SVS will be required to:

- Plan the effective delivery of strategic decisions.
- Retain an overview of the operational aspects of the disease control effort.
- Authorise SVS Human Resources to recruit additional staff for the LDCC. The Head of Response Coordination may do this in the absence of the CE SVS.
- Appoint a Head for the NDCC Finance cell and through them account for expenditure on the disease control operation.
- Provide the Defra Permanent Secretary with information concerning the financial integrity of the control and recovery operations.

Attendance at committees and meetings

5.35. The CE SVS may attend:

- NDCC Birdtable Meetings.
- Defra Emergency Management Board.
- Daily Communications Meeting.
- Media Briefing.
- Civil Contingencies Committee (Officials)
- Animal Disease Policy Group (only if considered necessary).
- Stakeholder Meeting.

DEPUTY CHIEF VETERINARY OFFICER (DCVO)

Responsibilities

5.36. The Deputy Chief Veterinary Officer is responsible for:

- Liaison with the European Union Standing Committee on Food Chain and Animal Health (SCOFCAH), other member states and Office international des épizooties (OIE).

Suspicion Phase (Amber Alert)

5.37. At suspicion phase the Deputy Chief Veterinary Officer will:

- Participate in the initial telephone conference where there is strong suspicion of disease. (The DCVO will chair in the CVO's absence).
- Inform the European Commission and other member states, OIE, the Royal College of Veterinary Surgeons (RCVS), the British Veterinary Association (BVA) and the Royal Society for the Prevention of Cruelty to Animals (RSPCA).

Confirmation Phase (Red Alert)

5.38. Upon confirmation of disease the DCVO will:

- Alert members of the National Experts Group.
- Inform the European Commission and other member states, OIE, the Royal College of Veterinary Surgeons (RCVS), the British Veterinary Association (BVA) and the Royal Society for the Prevention of Cruelty to Animals (RSPCA) that disease has been confirmed.

Mobilisation & Ongoing Management of Disease Control

5.39. Throughout the disease control operation the DCVO will be required to:

- Ensure that vets in core Defra are alerted and deployed where required.
- Make recommendations to the Animal Disease Policy Group (ADPG)
- Chair the National Experts Group.

Participants or their representatives:

Head of the National Epidemiology Experts Group (NEEG)

SVS Epidemiologists

Head of the relevant laboratory.

Experts in virology, diagnostics, phylogenetics, vaccinology, epidemiology and pathogenesis

Serology representative from the Veterinary Laboratories Agency

Meteorologist (where appropriate)

In-house modelling representative

Modelling representative appointed by the Science Advisory Council – Epidemic Diseases Sub Group (SAC-ED),

Invited experts on environmental and rural issues

Head of Exotic Disease Prevention and Control (EDPC Division).

Agenda:

- Agreement upon recommendations on disease control for the Animal Disease Policy Group (ADPG).
 - Agreement upon advice to be shared with policy colleagues in the Devolved Administrations and the independent scientists in the Science Advisory Council Epidemic Diseases Sub Group.
 - Agreement upon commissioning additional analytical work if existing models do not provide a sufficient understanding of the epidemic.
-
- Deputise for the CVO where necessary.
 - Horizon scan for tactical risks and issues.
 - Attend weekly stakeholder meetings.

Attendance at committees and meetings

5.40. The DCVO will attend:

- NDCC Birdtable Meetings.
- Animal Disease Policy Group
- Civil Contingencies Committee (if necessary)

DEFRA CHIEF SCIENTIFIC ADVISOR (CSA)

Responsibility

5.41. The Chief Scientific Advisor is responsible for the provision of scientific advice to Defra Animal Disease Policy Group.

Accountability

5.42. The Chief Scientific Advisor is accountable for all scientific advice relating to a disease outbreak given to Ministers.

Suspicion Phase (Amber Alert)

5.43. At suspicion phase the Defra Chief Scientific Advisor will:

- Participate in the initial telephone conference where there is strong suspicion of disease.

Confirmation Phase (Red Alert)

5.44. Upon confirmation of disease Defra's Chief Scientific Advisor will:

- Appoint a deputy.
- Consider the activation of the government's Science Advisory Panel for Emergency Response (SAPER).
The CSA will activate SAPER by writing to the Security and Intelligence Coordinator (or in their absence Head of the Civil Contingencies Secretariat), copied to the Government's Chief Scientific Advisor. This function may be performed by the Permanent Secretary in the CSA's absence.
- To attend the initial meeting of the Defra Emergency Management Board
- Chair meetings of the Science Advisory Council (SAC).

Participants or their representatives:

*Defra Chief Scientific Adviser
Members of the Science Advisory Council.*

Additional Participants or their representatives may include: CVO's Representative, Science Directorate Officials Representatives from MoD, OST, CCS ,FSA, EA, DoH & HPA, SEERAD, DARDNI, WAG EPC as appropriate. Other technical experts, including those with relevant industry expertise may be asked to provide briefing on specific issues.

Agenda

- Advice to CCC on the science relating to strategies for disease control, carcass disposal and farm restoration and their implications, in order that the Committee can develop appropriate strategies
- Peer review of the quality of the scientific evidence supporting veterinary policy, including, if necessary, commissioning independent modellers to provide modelling evidence relating to specific science questions.
- Attend meetings of the Civil Contingencies Committee (CCC), when necessary.

Mobilisation & Ongoing Management of Disease Control

5.45. Throughout the disease control operation Defra's Chief Scientific Advisor will be required to:

- Horizon scan for strategic issues.
- Meet regularly with the Science Advisory Council.
- Attend meetings of the Defra Emergency Management Board.
- Attend NDCC birdtable meetings if considered necessary.
- Attend meetings of the Civil Contingencies Committee (CCC), when necessary.

- Attend media briefing, where considered necessary.
- Attend weekly stakeholder group meetings.
- Attend meetings of the Animal Disease Policy Group.
- Provide regular briefing to the Government's Chief Scientific Adviser and SAPER.

Attendance at committees and meetings

5.46. The CSA will attend:

- Daily Communications Meeting.
- Media Briefing.
- Animal Disease Policy Group.

HEAD OF NATIONAL EPIDEMIOLOGY EMERGENCIES GROUP (NEEG)

Responsibilities

5.47 The Head of NEEG is responsible for:

- Setting up NEEG with input from colleagues with Defra and its agencies and associated institutes and the SVS.
- Providing the CVO with expert epidemiological opinion relevant to the control policy.
- Contributing to the relevant expert group and Animal Disease Policy Group (ADPG) on epidemiological matters.
- Providing the CVO, the European Commission and OIE with epidemiology reports and to produce reports for publication on the Defra website.

Suspicion Phase (Amber Alert)

5.48 Upon suspicion of disease the Head of NEEG will:

- Inform members of NEEG that there is a strong suspicion of disease.
- Instruct the Head of the Field Epidemiology Team to gather the necessary personnel to complete initial epidemiological investigations.
- Notify modellers that disease is suspected and to ensure that the necessary population and movement data are made available.
- To consider the consequences of any ensuing epidemic on the basis of information obtained from previous analysis.

Confirmation Phase (Red Alert)

5.49 Upon confirmation of disease the Head of NEEG will:

- Formally establish NEEG and secure the services of key members.
- Instruct the Head of the Field Epidemiology Team to produce an initial epidemiology report within 24 hours of confirmation.
- Ensure that the necessary databases are set up to obtain and record relevant epidemiological information.

- To commission any external independent epidemiological modellers required for routine modelling tasks.
- Nominate a veterinary epidemiologist to liaise with medical epidemiologists in the HPA, where appropriate.

Mobilisation & Ongoing Management of Disease Control

5.50 Throughout the disease control operation the Head of NEEG will be required to:

- Provide necessary advice and assessment to contribute to policy decisions.
- Provide advice on the viability and efficacy of vaccination as a measure of disease control.
- To attend and contribute to the National Experts Group (NEG) and Animal Disease Policy Group (ADPG).
- To provide regular epidemiology reports to the European Commission.
- Advise on surveillance in general and produce surveillance plans for country freedom and the necessary contribution for submissions to the EU and OIE seeking recognition of freedom.

Attendance at Committees and Meetings

5.51 The Head of NEEG will attend:

- NDCC Birdtable Meetings
- National Experts Group
- Animal Disease Policy Group

HEAD OF VETERINARY EXOTIC DISEASES RESEARCH AND OFFICIAL CONTROLS DIVISION (VEROD)

Responsibility

5.52. The Head of Veterinary Exotic Diseases, Research and Official Controls Division (VEROD) is responsible for:

- Initial management of the Disease Reporting Team before its transfer to the National Disease Control Centre, and the management of veterinary policy thereafter.

Suspicion Phase (Amber Alert)

5.53. At suspicion phase the Head of VEROD will:

- Oversee the work of the disease reporting team and ensure that disease notifications are distributed acted upon.

Confirmation Phase (Red Alert)

5.54. There are no specific actions to be carried out by the Head of VEROD upon confirmation of disease.

Mobilisation & Ongoing Management of Disease Control

5.55. Shortly after confirmation of disease, the functions of the Disease Reporting Team will be transferred to the National Disease Control Centre. From this point the Deputy Head of Veterinary Exotic Diseases and Official Controls Division will be responsible for the management of veterinary policy.

DIRECTOR ANIMAL HEALTH & WELFARE

Responsibility

5.56. The Director Animal Health & Welfare (or deputy) has responsibility for:

- Ensuring that the response to the outbreak is aligned with Defra's Animal Health and Welfare strategy, ensuring that all of the relevant policies are taken into account.

Suspicion Phase (Amber Alert)

5.57. At suspicion phase the Director of Animal Health & Welfare will:

- Participate in the initial telephone conference where there is strong suspicion of disease.
- Inform the National Farmers Union (NFU) and species specific stakeholders , if considered necessary following the teleconference.

Confirmation Phase (Red Alert)

5.58. Upon confirmation of disease the Director of Animal Health & Welfare will:

- Notify Permanent Secretary
- Notify all Defra Director Generals
- Defra Directors: Finance, Corporate Services, Communications, Sustainable Agriculture & Livestock Products, Environment Quality & Waste, Rural Policy, Contingency Planning & Security Division
- Ordnance Survey
- Stakeholders related to disease (eg NFU, Meat and Livestock Commission (MLC), British Poultry Council (BPC))
- Provide advice to communication colleagues.

Mobilisation & Ongoing Management of Disease Control

5.59. Throughout the disease control operation the Director Animal Health & Welfare will be required to:

- Attend stakeholder meetings.
- Liaise with the Devolved Administrations on Animal Health and Welfare issues.
- Deputise for CVO at the Animal Disease Policy Group (ADPG).
- Attend NDCC Birdtable meetings.
- Horizon scan for strategic issues and shape of future policy.

Attendance at committees and meetings

5.60. The Director Animal Health and welfare will attend:

- NDCC Birdtable Meetings
- Stakeholder Meetings.
- Animal Disease Policy Group

DEFRA HEAD OF EXOTIC DISEASE PREVENTION AND CONTROL DIVISION (EDPC)

Responsibility

5.61. The Head of Exotic Disease Prevention & Control Division is responsible for:

- ensuring that that appropriate policy advice is available to Ministers and other strategic decision makers.

Suspicion Phase (Amber Alert)

5.62. At suspicion phase the Head of EDPC will:

- Participate in the initial telephone conference where there is strong suspicion of disease.

Confirmation Phase (Red Alert)

5.63. Upon confirmation of disease the Defra Head of EDPC will:

- Liaise with Geographic Information System (GIS) Team and Defra Legal Division to draft a Declaratory Order, as required by legislation, in order to establish the boundaries of the infected area.
- Alert all members of the Animal Disease Policy Group (ADPG) and call their first meeting.

Participants or their representatives:

Chief Veterinary Officer (Chair)
Defra Chief Scientific Advisor
Director Animal Health and Welfare
Head of National Emergency Epidemiology Group (NEEG)
Office for Science and Technology (OST) Representative
Director General Sustainable Farming and Food
Chief Executive SVS
Head of Legal Animal Health and Welfare Division
Communications Directorate Representative
Representatives from the Devolved Administrations if appropriate
(SEERAD, WAG EPC, DARDNI)
Cabinet Office Civil Contingencies Secretariat
Head of EDPC Division
For zoonotic diseases core membership will be increased to include

representatives from Health Protection Agency /Department for Health.

5.64. Secretariat support for the ADPG will be provided by Exotic Disease Prevention and Control (EDPC) division.

Mobilisation & Ongoing Management of Disease Control

5.65. Throughout the disease control operation the Head of EDPC or a deputy:

- Attend the NDCC Birdtable.
- Attend the Animal Disease Policy Group (ADPG) and ensure that secretariat support is provided by EDPC Division.
- To ensure that robust and appropriate policies are in place to support the operational response.
- Make appropriate legislation
- Attend the National Experts Group

Attendance at committees and meetings

5.66 The Head of Exotic Disease Prevention and Control Division will attend:

- NDCC Birdtable Meetings.
- Animal Disease Policy Group (ADPG)
- National Experts Group.

DIRECTOR OF COMMUNICATIONS

Responsibility

5.67 The Director of Communications is responsible for:

- Ensuring that Defra has a robust and proportionate communications strategy in place in order to meet the demands of a disease outbreak situation.

Suspicion Phase (Amber Alert)

5.68 At suspicion phase the Director of Communications will:

- Participate in the initial telephone conference where there is strong suspicion of disease.

During this conference call objectives for communications will be agreed, together with lines to take and the contents of any press notice.

- Take responsibility, following the conference call, for ensuring that the intranet and other internal communications to Defra staff are updated appropriately, informing the Defra Helpline of any appropriate action, ensuring that the Defra public website is up to date, and issuing press notices if relevant.

Confirmation Phase (Red Alert)

5.69 Upon confirmation of disease the Director of Communications will:

- Appoint a deputy.

Mobilisation & Ongoing Management of Disease Control

5.70 Throughout the disease control operation the Director of Communications will be required to:

- Advise the Secretary of State, Minister and the CVO on communications issues.

- Establish a communications cell as part of the NDCC and work with Regional Operations Directors (RODs) and Divisional Veterinary Managers (DVM's) set up a regional/ divisional presence in the Local Disease Control Centres (LDCC's)
- Engage with Government Communications Network (GCN) and Government News Network (GNN).
- Horizon scan for strategic and tactical communications issues.
- Ensure that all Defra internal communications are updated to ensure that staff are kept fully informed.
- Establish appropriate media briefing at national and local level, and arrange briefing on an ongoing basis, as considered necessary.
- Attend NDCC Birdtable Meetings.
- Chair the daily Communications Meeting.

Agenda:

- General Update from Director of Communications.
- Feedback from birdtable from Head of News/ CPO/ ISO.
- Press issues update from Head of News CPO/ SIO.
- Policy issues led by Strategic Communications Advisor.
- Update on website issues from Electronic Publishing Manager.
- Update on Internal Communications led by the Head of Internal Communications.
- Central Correspondence Unit CCU (including Defra Helpline) to be led by the Head of CCU.
- Stakeholder Engagement (Stakeholder Relations Advisor).
- Marketing update from Head of Marketing.
- Update from Head of SVS Communications.

- Coordination with other with other departments led by Strategic Communications Advisor.
- Attend the Civil Contingencies Committee (Officials).
- Attend Stakeholder Meetings.
- Review the Communications Protocol on a regular basis.

Attendance at committees and meetings

The Director of Communications will attend:

- Daily Communications Meeting.
- NDCC Birdtable Meetings.
- Civil Contingencies Committee (Officials).

ALL DIRECTOR GENERALS

Responsibility

5.71 All Director Generals are responsible for:

- Ensuring that their Directorate is appropriately and proportionately engaged with the disease control operation.

Suspicion Phase (Amber Alert)

5.72 There are no specific actions to be carried out by Director Generals at suspicion phase.

Confirmation Phase (Red Alert)

5.73 Upon confirmation of disease Director Generals will:

- Ensure that Head of Division within their Directorate are aware that disease has been confirmed and are fully aware of the nature of response required from them, if any.
- Appoint a deputy.
- Attend meetings of the Emergency Management Board.

Mobilisation & Ongoing Management of Disease Control

5.74 Throughout the disease control operation the all Director Generals will be required to:

- Ensure that they are up to date with the latest developments and are clear about how and to what extent their directorate should be engaged in the response.
- Attend NDCC Birdtable meetings or to send a representative from the directorate if considered necessary.

Attendance at committees and meetings

5.75 All Director Generals will attend:

- Emergency Management Board.
- NDCC Birdtable Meetings (if considered necessary).
- May be called to other meetings on an ad hoc basis, if it is considered necessary.

Tactical Roles

HEAD OF VETERINARY OPERATIONS (USUALLY SVS DIRECTOR OF OPERATIONS)

Responsibility

5.76 The Head of Veterinary Operations is responsible for:

- The overall management of veterinary support and advice to the disease control operation.

Suspicion Phase (Amber Alert)

5.77 Upon suspicion of disease the Head of Veterinary Operations will:

- Review likely immediate resource requirements e.g laboratory returns.

Confirmation Phase (Red Alert)

5.78 Upon confirmation of disease the Head of Veterinary Operations will:

- Establish the Veterinary Operations Team and lead on Veterinary Operational issues.
- Appoint the Head of the Disease Reporting Team. This will be at the point when the functions of the Disease Reporting Team are transferred from Veterinary Exotic Diseases, Research and Official Controls Division (VEROD) to the National Disease Control Centre (NDCC).

Mobilisation & Ongoing Management of Disease Control

5.79 Throughout the disease control operation the Head of Veterinary Operations will be required to:

- Provide direction to Divisional Veterinary Managers (DVMs) and veterinary field staff based on policy agreed at the Animal Disease Policy Group (ADPG)
- Attend NDCC Birdtable Meetings.
- Attend the Daily Communications Meeting
- Horizon scan for tactical issues.
- Deputise for CE SVS at Stakeholder Meetings, when necessary.

Attendance at committees and meetings

5.80 The Head of Veterinary Operations will attend:

- NDCC Birdtable Meetings.
- Daily Communications Meeting.
- Stakeholder Meetings.

HEAD OF RESPONSE COORDINATION (USUALLY SVS DIRECTOR OF CONTINGENCY PLANNING)

Responsibility:

5.81 The Head of Response Coordination is responsible for

- The day to day running of the Joint Coordination Centre and management of the non veterinary aspects of the disease control operation.

Suspicion Phase (Amber Alert)

5.82 The role of Head of Response Coordination does not exist at suspicion stage. At this stage they will remain in their peacetime function of SVS Contingency Planning Director. They will attend the initial teleconference where there is a strong suspicion of disease in their peacetime capacity.

5.83 If following the teleconference the level of suspicion is considered strong enough to warrant further action the SVS Contingency Planning Director will notify the following if they have not already been engaged:

- Civil Contingencies Secretariat (CCS).
- Regional Coordination Unit (RCU).
- Environment Agency (EA)
- Head of Defra Contingency Planning and Security Division (CPSD)
- Health Protection Agency (HPA)/ Department of Health (HPA) by contacting the Emergency Response Duty Officer.
- Defra Animal Health & Welfare Website Manager.
- Regional Operations Manager (ROD) to place them on standby
- Divisional Operations Manager (DOM) to place them on standby.
- SVS Business Development Division in order to request the set up of Defra's Disease Control System. (This will be Defra's I T Helpdesk if it is out of hours).
- Emergency vaccination contactor if it is an outbreak of FMD.

Confirmation Phase (Red Alert)

5.84 Upon confirmation of disease the Head of Response Coordination will:

- Establish the Joint Coordination Centre (JCC) and lead on non veterinary operations.
- Ensure that contingency arrangements are enacted.
- Appoint a Regional Operations Director (ROD) and Divisional Operations Manager (DOM) to the LDCC.

Mobilisation & Ongoing Management of Disease Control

5.85 Throughout the disease control operation the Head of Response Coordination will be required to:

- Provide tactical direction to the ROD.
- Chair the NDCC Birdtable Meetings and agree any deviation from the battle rhythm set out in the Contingency Plan with the Chief Veterinary Officer.
- Attend the Daily Communications Meeting.
- Chair the daily Regional Operations Directors (RODS) teleconference
- Horizon scan for tactical issues.
- Ensure that any Health and Safety issues relating to the disease control operation are dealt with.

Attendance at committees and meetings

5.86 The Head of Response Coordination will attend:

- NDCC Birdtable Meetings (chair)
- Daily Communications Meeting.
- Daily RODs teleconference.
-

HEAD OF LEGAL ANIMAL HEALTH AND WELFARE DIVISION

Responsibility

5.87 The Head of Legal Animal Health and Welfare Division is responsible for

- Ensuring that the disease control operation complies with our domestic and international legal obligations and will liaise with policy colleagues to ensure that our disease control policies support this.

Suspicion Phase (Amber Alert)

5.88 Upon suspicion of disease the Head of Legal Animal Health and Welfare Division will:

- Prepare the initial declaratory order.

Confirmation Phase (Red Alert)

5.89 Upon confirmation of disease the Head of Legal Animal Health and Welfare Division will:

- Liaise with EDPC and draft a Declaratory Order, as required by legislation, in order to establish the boundaries of the infected area.
- Establish a legal liaison cell within the National Disease Control Centre (NDCC).
- Appoint a deputy

Mobilisation & Ongoing Management of Disease Control

5.90 Throughout the disease control operation the Head of Legal Animal Health and Welfare Division will be required to:

- Provide legal advice to the Animal Disease Policy Group and Civil Contingencies Committee (CCC (O))
- Ensure that there is a lawyer posted to the NDCC from its inception.
- Ensure that there is sufficient legal staff to meet emerging needs.

- Horizon scan for strategic issues
- Attend NDCC birdtable meetings
- Attend the Civil Contingencies Committee (Officials), if necessary.

Attendance at committees and meetings

5.91 The Head of Legal Animal Health and Welfare Division may attend:

- NDCC Birdtable Meetings.
- Animal Disease Policy Group.
- Civil Contingencies Committee (Officials), if necessary.

SVS FINANCE DIRECTOR

Responsibility

5.92 The SVS Finance Director is responsible for

- All aspects of finance related to disease control operations and on-farm remediation work.

Suspicion Phase (Amber Alert)

5.93 There are no specific actions to be carried out by the SVS Finance Director at suspicion stage.

Confirmation Phase (Red Alert)

5.94 Upon confirmation of disease the SVS Finance Director will:

- Establish a Finance Cell in the National Disease Control Centre.

Mobilisation & Ongoing Management of Disease Control

5.95 Throughout the disease control operation the SVS Finance Director will be required to:

- Liaise with the Defra Finance Director, HM Treasury and the National Audit Office.
- Submit a regular finance report to the Defra Management Board and the Civil Contingencies Committee.
- Attend NDCC Birdtable Meetings.
- Horizon scan for strategic and tactical issues.
- Liaise with European Commission auditors in conjunction with the relevant policy division.

Attendance at committees and meetings

5.96 The SVS Finance Director will attend:

- NDCC Birdtable Meetings.

DEFRA FINANCE DIRECTOR

Responsibility

5.97 The Defra Finance Director is responsible for:

- Ensuring the financial integrity of the disease control operation, working alongside the SVS Finance Director.

Suspicion Phase (Amber Alert)

5.98 There are no specific actions to be carried out by the Defra Finance Director at suspicion stage.

Confirmation Phase (Red Alert)

5.99 Upon confirmation of disease the SVS Finance Director will:

- Liaise with the SVS Head of Finance to ensure all of the necessary finance structures are in place.

Mobilisation & Ongoing Management of Disease Control

5.100 Throughout the disease control operation the SVS Finance Director will be required to:

- Liaise with HM Treasury and the National Audit Office.
- To oversee and provide support to the NDCC Finance and Procurement Cells.
- Horizon scan for strategic and tactical issues.

Attendance at committees and meetings

5.101 The Defra Finance Director may attend:

- Civil Contingencies Committee (Officials) (CCC(O)) , (if necessary)

HEAD OF NDCC GEOGRAPHIC INFORMATION SYSTEM (GIS) TEAM

Responsibilities

5.102 The Head of the NDCC GIS Team is responsible for

- Supporting the disease control operation with geographic and animal population information.
- Providing population information to modellers.
- Producing maps in relation to imposing restrictions.

Suspicion Phase (Amber Alert)

5.103 Upon suspicion of disease the Head of the NDCC GIS Team will:

- Validate the relevant map reference with the local field office.
- Produce maps showing zones and their relationship to the suspect premises.
- Update the Disease Control System (DCS) with the correct map reference.

Confirmation Phase (Red Alert)

5.104 Upon confirmation of disease the Head of the NDCC GIS Team will:

- Provide additional maps concerning the location of livestock within certain zones.
- Provide maps to lawyers.
- Provide data to SVS field operations.
- Launch the interactive map.

Mobilisation & Ongoing Management of Disease Control

5.105 Throughout the disease control operation the Head of the NDCC GIS Team will be required to:

- Update DCS with population information.
- Daily upload/ download to DCS regarding status of particular premises and which zones they fall within.
- Produce extracts of data for modellers.
- Respond to any ad hoc requests for data or population/ geographic information.
- Provide data to support emergency vaccination policy.
- To generate information alerts to poultry owners, as necessary.
- To support the National Emergencies Epidemiology Group (NEEG) with GIS functionality, as required.
- Sharing data internally within Defra and the SVS.
- Amendment of zones on GIS, as required.

Attendance at Committees and Meetings

5.106 The Head of the NDCC GIS Team will attend

- NDCC Birdtable Meetings

Operational Roles

REGIONAL OPERATIONS DIRECTOR (ROD)

5.107 RODs are members of the Senior Civil Service, who are appointed for three year terms to lead Local Disease Control Centres in the event of an outbreak of animal disease. Each ROD is allocated to a specific region of England.

Responsibility

5.108 The ROD is responsible for

- Leading the local disease control operation and take overall control of the Local Disease Control Centre (LDCC)

Suspicion Phase (Amber Alert)

5.109 There are no specific actions to be carried out by the ROD at suspicion stage, although they will be placed on standby.

Confirmation Phase (Red Alert)

5.110 Upon confirmation of disease the Regional Operations Director will:

- Take control of the Local Disease Control Centre (LDCC) in the area where disease has been confirmed, having been notified by the SVS Contingency Planning Director.
- Consider any additional resource requirements and communicate them to the Joint Coordination Centre.

Mobilisation & Ongoing Management of Disease Control

5.111 Throughout the disease control operation the Regional Operation Director will be required to:

- Lead the LDCC in the disease control operation.
- Liaise with the local Government Office for the Region (GO) in order to determine whether a Regional Civil Contingencies Committee (RCCC) should be established.

- Liaise with the Strategic Coordination Group (SCG) commander, whether the group itself is established or not.
- Act as the local spokesperson on the disease control operation to the media.
- To chair LDCC Birdtable Meetings.
- To chair the LDCC Daily Management and Communications Meeting
- Review accommodation requirements for the LDCC.
- Submit a daily situation report from the LDCC to the NDCC Operations Cell. This will include:
 - *A summary of the progress of the outbreak and the control measures in their area.*
 - *Information received from stakeholder groups and an estimation of the impact of the outbreak on industry and the public.*
- Participate in the daily RODs teleconference.
- Ensure that a Health and Safety advisor is in place to support the LDCC and local disease control operation

Attendance at committees and meetings

5.112 The ROD will attend

- LDCC Birdtable meetings
- LDCC Daily Management and Communications Meeting
- RODs Teleconference.

DIVISIONAL VETERINARY MANAGER (DVM)

Responsibility

5.113 The DVM is responsible for:

- Supporting the Regional Operations Director in managing the veterinary aspects of the Local Disease Control Centre during a disease outbreak situation.

Suspicion Phase (Amber Alert)

5.114 At suspicion phase the Divisional Veterinary Manager will:

- Participate in the initial telephone conference where there is strong suspicion of disease.
- Following the conference call the DVM will:
- Inform individual farmer as a matter of urgency. They will alert Communications Directorate and the Regional Government News Network (GNN) as soon as the individual is told and before informing other external groups.
- Inform emergency planning departments of relevant local authorities, local police force, the Environment Agency, local National Farmers Union (NFU) and local veterinary practices.
- Inform local stakeholders and farmers.

Confirmation Phase (Red Alert)

5.115 Upon confirmation of disease the DVM will:

- Plan the deployment of veterinary resource.
- Set up the LDCC prior to the arrival of the ROD.

Mobilisation & Ongoing Management of Disease Control

5.116 Throughout the disease control operation the Divisional Veterinary Manager will be required to:

- Deploy local veterinary resource
- Engage private veterinary surgeons in the area as necessary.
- Engage with local Operational Partners and ensure that they are invited to form part of the LDCC.
- Liaise with local stakeholder groups.
- Support the work of the Regional Operations Director (ROD).

Attendance at committees and meetings

5.117 The DVM will attend:

- LDCC Birdtable meetings
- LDCC Daily Management and Communications Meeting
- RODs Teleconference.

DIVISIONAL OPERATIONS MANAGER (DOM)

5.118 DOMs are senior managers (grades 6 or 7 civil servants), who are appointed for three year terms to manage the administrative support to the local veterinary disease control operation.

Responsibility

5.119 The DOM is responsible for

- Managing the administrative functions of the veterinary disease control operation within the Local Disease Control Centre (LDCC).

Suspicion Phase (Amber Alert)

5.120 There are no specific actions to be carried out by the DOM at suspicion stage, although they will be placed on standby.

Confirmation Phase (Red Alert)

5.121 Upon confirmation of disease the DOM will:

- Will become a member of the senior management team at the LDCC, ensuring that all administrative functions required to support the disease control operation are in place.
- Ensure that LDCC staff are familiar with the relevant contingency plans and operational instructions.

Mobilisation & Ongoing Management of Disease Control

5.122 Throughout the disease control operation the DOM will be required to:

- Ensure sufficient staff have been engaged to deliver tasks.
- Regularly review the accommodation requirements of the LDCC.
- Provide support to the ROD and the Divisional Veterinary Manager (DVM).

Attendance at committees and meetings

5.123 The DOM will attend:

- LDCC Birdtable meetings
- LDCC Daily Management and Communications Meeting

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6. WORKING WITH OTHERS

6.1. The management, control, and eradication of an outbreak of exotic animal disease inevitably requires a coordinated response between a number of agencies. Depending on the disease in question and the size and scale of the outbreak the following agencies and groups will be involved in assisting Defra and the SVS in their response.

Operational Partners

6.2. These are organisations who play a key role in assisting Defra and the SVS in managing certain critical aspects of the disease control operation:

Environment Agency (EA)

6.3. The Environment Agency is the leading public organisation for protecting and improving the environment in England and Wales. During animal disease outbreaks the Agency will work with and support partners - including Defra, the State Veterinary Service, Local Authorities and landowners - to minimise the environmental impact of any outbreak. The Agency will:

- provide expert advice to the government, in particular on waste
- management options. The advice will focus on the disposal sites the Agency regulates;
- determine applications and registrations for waste disposal and recovery activities (including carcasses, manures and washwaters) where required and as appropriate;
- advise on pollution prevention issues such as the siting and operation of cleansing and disinfection facilities;
- monitor the impact of the outbreak on the environment.

6.4. During outbreaks the Agency will, where appropriate, provide Liaison Officers at strategic (Cabinet Office and/or Defra), tactical (National Disease Control Centre) and operational (Local Disease Control Centres) command levels. The Agency will also, where necessary, attend Regional Civil Contingencies Committee and Strategic Co-ordinating Group

meetings.

6.5. The Agency's role does not currently include a significant lead involvement in air quality issues or health impacts on the wider population, although this is likely to change in 2007. Such matters are currently dealt with in partnership with local and health authorities.

Health Protection Agency (HPA)

6.6. The major role of the HPA is to provide better protection against infectious disease, (including zoonotics), and other dangers to health. One of the agency's core functions is to identify and respond to health hazards and emergencies.

6.7. During an outbreak of exotic animal disease, where there is a considered to be a potential impact upon human health (e.g. avian influenza) the HPA will:

- Provide representation at the NDCC and LDCC and attend their birdtable meetings.
- Field health-related enquiries from public and local health service staff.
- Ensure continuity of health care provision in restricted infected areas.
- Contribute to briefing requests.
- Assess the impact of disease control measures on public health.
- Ensure Directors of public health in the Primary Care Trusts are briefed on disease control measures and any related public health issues
- Assist in the analysis of human blood samples
- Provide representation on Regional Civil Contingencies Committee (RCCC) meetings, if necessary.
- Contribute to communications and briefing requests.
- Communicate policy changes to rest of HPA and direct the deployment of HPA's specialist functions.
- Provide laboratory support, epidemiological advice and access to modelling capability.

Association of Chief Police Officers (ACPO)

6.8. ACPO is responsible for developing policing policies. The Association works within a tripartite framework which brings together the local Chief Constable, the local Police Authority and the Home Secretary.

6.9. During an outbreak of exotic animal disease ACPO will:

- Provide representation within the Joint Coordination Centre of the National Disease Control Centre (NDCC) in London and attend NDCC Birdtable meetings.
- Advise on strategic policing issues arising from disease control operations provide a link to Chief Constables in affected Police Forces.
- Attend at CCC (O) meetings, if necessary.

Police Forces

6.10. Individual police forces will fulfil a number of specific roles in relation to an animal disease outbreak, in addition to their wider role in relation to maintaining order and protecting the public. Their involvement will be dependent upon the severity and nature of other requirements being placed upon them. Very often the local police commander is the chair of the Strategic Coordination Group (SCG).

6.11. During an outbreak of exotic animal disease individual police forces will:

- Work closely with local authorities to enforce movement controls and the policing of various control zones.
- Provide assistance to the SVS through the provision of specialist knowledge in the area of management and co-ordination of major incidents.
- Police Surveillance Zones and enforce movement controls.
- Provide general co-ordination of emergencies support, particularly in pursuing legal entry to premises.

- Work in partnership with local authorities and the SVS to consider local intelligence.
- Manage any disturbances to the at disposal sites/preventing Breaches of the Peace.
- Prevent public access to infected premises and closed rights of way/land
- stopping and check vehicles transporting animals
- Provide representation on Regional Civil Contingencies Committee (RCCC) meetings, if necessary.

Local Government Association (LGA)

6.12. The LGA represents the local authorities of England and Wales. It also represents fire authorities, police authorities and National Park authorities.

6.13. During an outbreak of exotic animal disease the LGA will:

- Confirm Defra/Government Department emergency contact points.
- Alert Local Authority Chief Executives.
- Provide representation within the Joint Coordination Centre of the National Disease Control Centre (NDCC) in London and attend NDCC Birdtable meetings, as necessary.

Local Authorities Co-ordinators of Regulatory Services (LACORS)

6.14. During an outbreak of exotic animal disease the LACORS will:

- Provide advice to Local Authorities on both regulatory and enforcement matters.
- Assist in enforcing animal health and welfare legislation.
- Confirm Defra/Government Department emergency contact points.

- Ensure that key LACORS staff are alerted and kept up to date on the current situation.
- Alert pre-arranged “ready reference” local authority contact group for use as immediate technical advisory point.
- Set up the relevant hot topic button on the LACORS website.

Individual Local Authorities

6.15. Local Authorities are major operational partners in the response to an outbreak of animal disease. They play a key role in enforcement and the implementation of disease control strategies and are fundamental to rapid and efficient access to local information and resources. They also fulfil a significant role in providing advice and education at a local level.

6.16. During an outbreak of exotic animal disease individual Local Authorities will:

- Assist SVS/ Defra with the provision of resources such as staff, vehicles, equipment and buildings, where necessary. The level of assistance will depend on local circumstances and other pressures which may arise.
- Erect road signs for publicising the Protection and Surveillance Zones around a premises where foot and mouth disease has been confirmed. Signs are required on roads at the boundaries of the Protection Zone (PZ) and Surveillance Zone (SZ).

Current Defra policy relating to rights of way during an outbreak an outbreak of animal disease can be found at:

<http://www.defra.gov.uk/wildlife-countryside/cl/accessopen/index.htm>

- Templates have been provided to LACORS to ensure consistent appearance and usage.

6.17. Key local authority responders are:

- Emergency Planning Officers (EPOs)
- Local Authority emergency management co-ordination (in liaison with Government Office Regional Resilience Teams and Police Gold Command), who are responsible for:
 - Provision of contingency resources.

- Identifying resources from all other parts of Local Authority.
- Local Authority Animal Health Officers and Trading Standards Officers (TSOs), who are responsible for:
 - The enforcement of most Animal Health legislation, including movement restrictions/licensing, enforcement within Surveillance Zones.
 - Liaising with EPOs for implementation of contingency plans, assistance with establishing disease outbreak “incident rooms”.
- Closing and reopening rights of way.
- Responding to enquiries from farmers/industry/general public.
- Monitoring livestock welfare esp. on transport and at markets.
- Providing assistance with control of cleansing and disinfection of infected premises.
- Maintaining effective liaison with other local Operational Partners.
- Providing an appropriate representative to attend the Local Disease Control Centre.
- Giving advice on enforcement.
- Proactively disseminating advice and education to local communities through established communication channels.
- Liaising with LACORS to ensure an awareness of national guidance is maintained, and ensure major issues are reported and resolved at a national level;
- Environmental Health Officers, who are responsible for:
 - Providing advice on public health implications of the disease control operations (e.g. disposal operations).

Other Government Departments

Department of Health (DoH)

6.18. The DoH's role is to provide clear and unambiguous advice on the human health implications of an animal disease outbreak. During an outbreak of exotic animal disease DoH will provide strategic guidance and advice on prophylaxis and treatment where necessary.

Department for Transport (DfT)

6.19. During an outbreak of exotic animal disease DfT aims to provide support to DEFRA, its associated agencies and stakeholders by responding to demands for information on transport related issues, providing practical advice and guidance and facilitating contact with the transport industry where necessary.

UKrep- United Kingdom Permanent Representation to the European Union (part of the Foreign and Commonwealth Office)

6.20. UKREP's role is to monitor and analyse developments in the European Union (EU), particularly in the Commission and amongst member states.; and to negotiate with the Commission and other member states on any specific issues (in particular, but not exclusively in relation to Standing Committee on Food Chain and Animal Health (SCOFCAH) decisions and outcomes.

Cabinet Office, Civil Contingencies Secretariat (CCS)

6.21. CCS is responsible for overseeing the cross government response to any outbreak of exotic animal disease. It support Ministers collectively and the lead departments in particular. It provides a coordinated response to outbreaks of exotic animal disease by ensuring that there is an agreed understanding of the triggers for and implications of an outbreak. This involves identification of key issues requiring collective discussion and agreement by Ministers and recording, promulgating, and following up agreed actions.

6.22. CCS will also work with other departments, bilaterally or multilaterally, at strategic level to identify emerging issues and develop solutions or policy options for putting to CCC. In the absence of a permanent consequence management co-ordination centre, CCS will set up ad-hoc strategic level meetings of Departments and agencies, probably at short notice, to fulfil this role.

Other Organisations

Government News Network (GNN)

6.23. GNN is responsible for

- provision of briefing/media expertise for the LDCCs
- working with central JCC Briefing Team and News Co-ordination Centre to provide accurate and current briefing and public communications.

Government Offices for the Regions: Regional Resilience Teams

6.24. Regional Resilience Teams are

- Responsible for the co-ordination and resilience of government at regional level through Regional Resilience Forums (RRFs) and, where necessary, Regional Civil Contingencies Committees;
- Key to identifying staff and other resources from Government departments and other agencies at regional level.

Regional Rural Affairs Forums

6.25. Rural Affairs Forums play an important role in engaging with the wider rural stakeholder community. They could potentially assist in collecting information on the impact of the control measures and providing valuable feedback to the NDCC, although this would be dependent upon the size and scale of the outbreak.

Military Liaison/ Involvement of the Armed Forces

6.26. As a result of improved structures, processes and preparedness, there are no plans to use armed forces on the scale that they were deployed during the 2001 outbreak of Foot and Mouth Disease, although the strategic logistical and coordination expertise of the military may be utilised if appropriate. The armed forces would be deployed within the NDCC at a tactical level and Joint Regional Liaison Officers (JRLOs) or Military Liaison Officers will be posted to the LDCC's to take on a local strategic coordination function.

6.27. Defra has plans to bring in civil contractors quickly and effectively under contingency contracts to recruit additional staff and volunteers from Defra, other

government departments, and externally. These arrangements reduce the need for support from the Armed Forces. Staff will receive ongoing training in planning a massive logistics operation, leadership, and effective communications. These skills are maintained through contingency planning and exercises.

6.28. Military Joint Regional Liaison Officers attend Government Office Regional Resilience Forums (and RCCC, if necessary) and are an important link when considering the involvement of the Armed Forces under Military Assistance to Civilian Authority (MACA) arrangements. A Military Liaison Officer will be invited to join the LDCC.

Other Non-Departmental Public Bodies

Natural England

6.29. Natural England has been formed by bringing together English Nature (EN), the landscape, access and recreation elements of the Countryside Agency (CA) and the environmental land management functions of the Rural Development Service (RDS). They work to enhance biodiversity, landscapes and wildlife in rural, urban, coastal and marine areas; promoting access, recreation and public well-being,

Key Non-Government Stakeholders

Involvement of Stakeholders

6.30. A Stakeholder is a person or body who is affected by the management (operations and policy) of an Exotic Animal Disease outbreak. Whilst they may contribute to the control and management of the disease, this is usually by co-operation rather than statutory obligation (e.g. Farming Industry, rural businesses).

6.31. At a local and regional level, DVMs engage with local stakeholders as part of their ongoing emergency preparedness arrangements and, where possible, include them in the planning and implementation of local exercises.

6.32. Representatives of stakeholders that would be affected by an outbreak (including representatives of the farming industry, veterinary surgeons, rural businesses, local community groups and those concerned with promoting tourism) will also be engaged and involved, as appropriate, in exercises held at a national level.

Categories of stakeholder

6.33. Agricultural - This will include local representatives of all agricultural stakeholders and species specific organisations, as appropriate, e.g. NFU, RSPCA, Country Land and Business Association, Tenant Farmers Association.

6.34. Veterinary - Local veterinary practices (including those with specialist species knowledge).

6.35. Commercial Agricultural - Auctioneers, Valuers, Markets,

6.36. Rural & Rural Commercial – Rural Stress Action Plan Working Group, other Rural Forums, National Parks Bodies, National Trust, small business organisations, tourist bodies.

Devolved Administrations

6.37. Defra, the Welsh Assembly Government and the Scottish Executive have produced individual Contingency Plans outlining their responses to a disease outbreak. Whilst specific to their own institutional arrangements, the plans are mutually complementary. In the event of a suspected or confirmed case of disease, Defra, SEERAD, WAG EPC and DARDNI will ensure close liaison in order to co-ordinate the emergency response process and external communications. Northern Ireland has a separate Contingency Plan for FMD, details of which are not outlined here, as it is part of a separate epidemiological entity from Great Britain.

6.38. Officials from England will be embedded in Scottish/ Welsh administrations, as appropriate, and vice versa.

Scotland

6.39. Certain of the policies and procedures set out in this Contingency Plan will be different in Scotland. SEERAD have published their own Contingency Plan which can be found at <http://www.scotland.gov.uk/agri/documents/CP26Feb.pdf>

6.40. This sets out the policy assumptions, roles and responsibilities and resource infrastructure that will be used in a disease response.

Action in relation to Scotland in any outbreak

6.41. When any outbreak of Exotic Disease occurs anywhere in GB:

- the CVO (Scotland) and the Head of Animal Health and Welfare Division in SEERAD should be notified immediately.

- SEERAD will brief their own Ministers and will implement separately for Scotland any legislation required (including movement controls and export controls).
- SEERAD will be invited to send a liaison officer to Page Street immediately the NDCC is established.

Action in the event of a Scottish outbreak

6.42. In the event of a Scottish outbreak SEERAD will immediately convene a Disease Strategy Group (DSG) which will be chaired by the Secretary of SEERAD or the Head of Rural Group. Its members will include the CVO (Scotland), the Chief Agricultural Officer and (if and when the Army is involved) the relevant Army Brigade Commander. The DSG will supervise the handling of the Scottish outbreak and will ensure that Scottish Ministers, the Scottish Parliament, stakeholders and the media are appropriately briefed.

6.43. An NDCC would be set up by the SVS to co-ordinate GB disease control operations and provide logistical support to the disease response in Scotland.

Wales

6.44. In Wales, though the key ingredients of this Contingency Plan will apply, complemented by a separate plan for Wales published by the Welsh Assembly Government, which includes the following provisions:

- CVO (Wales), the Head of Rural Payments Department and the Head of the Assembly Exotic Diseases and Contingency Branch should be notified immediately of any outbreak of disease anywhere in GB
- activate the provisions of the Welsh Contingency Plan.
- Assembly officials and veterinary advisers will represent the Welsh Assembly Government at the Animal Disease Policy Group, the CCC (O), the NDCC and the National Experts Group as appropriate.
- Welsh Assembly Government Ministers will participate in the CCC (ministers).
- Welsh Assembly Government Ministers are separately advised, will approve strategic decisions jointly with Defra Ministers and will determine policies and actions in Wales relevant to local circumstances to manage the outbreak locally.

- The Operations Director (Wales) (ODW) has additional responsibilities to those of the Regional Operations Directors, reflecting the central strategic role the Assembly will carry out in Wales and their responsibility to Welsh Ministers.
- The OD(W) will operate under the direction of the NDCC with the advice of the Chief Veterinary Officer (Wales). On the first indication of disease the OD(W) will be placed on standby or establish the Emergency Co-ordination Centre Wales (ECCW), which will provide strategic support, depending on the status of the suspicion case.
- The ODW and ECCW will provide the main channel of communication with Defra, Devolved Administrations, operational partners, key stakeholders and the media in Wales.
- Various Groups will be established within the Assembly to advise Ministers on a variety of wider policy issues such as access, economic impact and human health.
- The Welsh Assembly Government will be responsible for putting in place the necessary emergency legislation in respect of such matters as movement controls, Protection and Surveillance Zones, and import controls.

GLOSSARY

ACPO	Association of Chief Police Officers
ACVO	Assistant Chief Veterinary Officer
ADPG	Animal Disease Policy Group
AHDO	Animal Health Divisional Office
AHWDG	Animal Health and Welfare Directorate General
EDPC	Emergency Preparedness & Exotic Disease Control
ASD	Accounting Services Division
C&D	Cleansing and Disinfection
CCC	Civil Contingencies Committee
CCC(O)	Civil Contingencies Committee (Officials)
CCS	Civil Contingencies Secretariat (Cabinet Office)
CD	Communications Directorate
CMO	Chief Medical Officer
COBR	Cabinet Office Briefing Room
Comms	Communications
CSA	Chief Scientific Adviser (Defra)
CVO	Chief Veterinary Officer
DARDNI	Department of Agriculture and Rural Development Northern Ireland
DC	Dangerous Contact – These are animals of susceptible species which are believed to have been exposed to infection.
DCVO	Deputy Chief Veterinary Officer, Director Vet Policy
Defra	Department for Environment Food and Rural Affairs
DG	Director General
DFT	Department for Transport
DOH	Department of Health
DOM	Divisional Operations Manager
DVM	Divisional Veterinary Manager
EA	Environment Agency

EC	European Commission
EFRA	Environment, Food and Rural Affairs (Select Committee)
ESA	Environment Services Association
EU	European Union
FCO	Foreign and Commonwealth Office
FMD	Foot and Mouth Disease
FSA	Food Standards Agency
GIS	Geographic Information Systems
GNN	Government News Network
GOs	Government Offices in the Regions
H&S	Health and Safety
HO	Home Office
HMT	Her Majesty's Treasury
HPA	Health Protection Agency
HR	Human Resources
IP	Infected Premises
JCC	Joint Coordination Centre
LA	Local Authority
LACORS	Local Authorities Co-ordinators of Regulatory Services
LDCC	Local Disease Control Centre
LGA	Local Government Association
NAO	National Audit Office
NCC	News Co-ordination Centre
NDCC	National Disease Control Centre
NEEG	National Emergencies Epidemiology Group
NFU	National Farmers Union
OD(W)	Operations Director Wales
OGD	Other Government Department
OIE	Office International des Epizooties
PCD	Procurements and Contracts Division
PERT	Procurement Emergency Response Team

RCU	Regional Co-ordination Unit (Office of the Deputy Prime Minister)
RDS	Rural Development Service
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
ROD	Regional Operations Director
RPA	Rural Payments Agency (Defra Agency)
RSAP WG	Rural Stress Action Plan Working Group
SAC	Science Advisory Council (Defra)
SAPER	Science Advisory Panel for Emergency Response
SEERAD	Scottish Executive Environment and Rural Affairs Department
Sitrep	Situation Report
SVS	State Veterinary Service
SVSCPD	State Veterinary Service Contingency Planning Division
VExDD	Veterinary Exotic Diseases Division
WAG	Welsh Assembly Government
WAG EPC	Welsh Assembly Government Environment Planning and Countryside Department
WCC	Welsh Co-ordination Centre