

Exotic Animal Disease Generic Contingency Plan 2006 Draft Consultation Version- July 2006

Version 1.2 (replacing version 1.1)

Covering Foot & Mouth Disease, Avian Influenza, Newcastle Disease, Classical Swine Fever, African Swine Fever & Swine Vesicular Disease

Volume 1- Generic Section

Department for Environment, Food and Rural Affairs
Nobel House
17 Smith Square
London SW1P 3JR
Telephone 020 7238 6000
Website: www.defra.gov.uk

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Information about this publication and further copies are available from:

SVS HQ – Contingency Planning
Room 805
Defra
1a Page Street
London SW1P 4PQ
Email address: svshqcontingencyplanning@svs.gsi.gov.uk

Tel: 020 7904 8604

This document is also available on the Defra website.

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Ministerial Foreword

FOREWORD

I am very pleased to introduce the 2006 version of the Contingency plan for exotic animal diseases. The plan sets out arrangements for the Government's response to an outbreak of a range of exotic animal diseases. It identifies the structures and systems that would be used during an outbreak of disease alongside the resources which would be deployed to implement agreed control policies.

Last year we introduced a generic structure for the plan with disease specific annexes relating to the requirements for tackling an outbreak of foot and mouth disease, avian influenza, Newcastle disease or classical swine fever. This year the plan is divided into four separate volumes, volume one- which is the generic section, volume two, which relates to the management of foot and mouth disease; volume three which deals specifically with avian influenza and Newcastle disease, and finally volume four which outlines policies for the control of classical swine fever with the addition of two other diseases affecting pigs, African swine fever and swine vesicular disease. The Plan also provides the basis for dealing with other exotic animal diseases and the scope of the diseases covered will be reviewed and extended in future revisions of the plan.

Since the last full review of the plan, emergency preparedness for exotic animal diseases has been at the forefront of worldwide concerns relating to animal health. Over the past year we have been working closely with other Governments and our own operational partners to prevent incursions of disease into this country and to assist in the response to outbreaks of disease elsewhere in the world. We continue to work closely with scientists, modellers and researchers in order to improve our capacity for managing and eradicating disease. The contingency plan forms an important part of the Government's Animal Health and Welfare Strategy for Great Britain. We remain committed to working closely with farmers and the rural community to prevent the spread of disease.

In July 2005, Great Britain confirmed the presence of Newcastle disease upon a single premises in Surrey. This provided an early opportunity for a real-life test of the contingency plan. Having become an executive agency on 1 April 2005, the State Veterinary Service took the lead in operational aspects of disease control, working in partnership with Defra and the department's other delivery agents to successfully manage the outbreak in accordance with the provisions of the contingency plan. The deployment of the contingency plan in a genuine disease outbreak situation has provided an opportunity for lessons to be learned and incorporated into the document as part of this year's annual review.

Since the last review, a new Avian Influenza directive has been agreed and transposed into domestic legislation. We have also introduced new legislation to transpose the foot and mouth directive.

This plan is a living document and its annual revision provides a valuable opportunity to review, revise and update the arrangements. The current version of the plan reflects significant developments relating to policy and operational arrangements for the control of avian influenza. Exercise Hawthorn, the national Avian Influenza exercise which took place in April this year provided a valuable check on the contingency plan and any issues identified will be taken forward as part of future revisions of this document.

The Contingency Plan demonstrates the significant progress which we have made over the past year in terms of our preparedness for any outbreak of exotic animal disease. I am confident that Defra, the SVS and the department's other delivery agents will work together closely over the coming year to improve our capability further.

BEN BRADSHAW
Parliamentary Under-Secretary (Commons)

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SECTION 1. Background & Introduction

For the purpose of this Contingency Plan the term disease, unless otherwise specified is taken to mean foot and mouth disease (FMD), avian influenza (AI), Newcastle disease (ND) classical swine fever (CSF), African swine fever (ASF), or swine vesicular disease (SVD).

Purpose

1.1. This Plan summarises the Government's objectives for controlling and eradicating an outbreak of an exotic animal disease and the structures, systems and arrangements that would be implemented to deliver those objectives. It follows the guidance produced by the Cabinet Office Civil Contingencies Secretariat.

1.2. The plan consists of a generic section setting out the structures and systems that would be deployed in an outbreak of any exotic animal disease supported by additional disease specific volumes outlining the policy and operational arrangements relating to the control of FMD, AI, ND, CSF, with the addition of ASF and SVD this year. Further volumes relating to other exotic diseases will be developed in the future within the basic structures and arrangements.

1.3. The document is reviewed at least annually to reflect legislative changes, policy developments, scientific advances and advice, comments from operational partners and stakeholders, lessons from exercises and structural changes within Defra. It is set within the framework of the EU requirements for contingency plans for specific diseases and of the UK legislation under which government action is taken to control exotic animal diseases.

1.4. The plan is supported and augmented by 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.

Scope

1.5. This plan covers policies and operations that would be deployed in England, although the structures described here would, in the main, be set up in the event of an outbreak in Scotland and Wales to provide the basic management structures required by the EU. Volume 1: Generic Plan, Annex J outlines details of the equivalent Contingency Plans for Scotland and Wales.

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Northern Ireland has a separate Contingency Plan for FMD, details of which are not outlined here, as it is a separate epidemiological entity from Great Britain. The generic plan also provides the basic structures for other exotic diseases.

1.6. This contingency plan does not cover a contained case of avian influenza or Newcastle disease in quarantine. Instructions for dealing with a case in quarantine are contained in VIPER Chapter 21 (in revision).

Preventing and Controlling Exotic Disease

1.7. This plan sets out how an outbreak of disease would be controlled. It is part of a wider set of activities which contribute to preventing an outbreak in the first place and includes developing systems for awareness of outbreaks in other countries, 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.

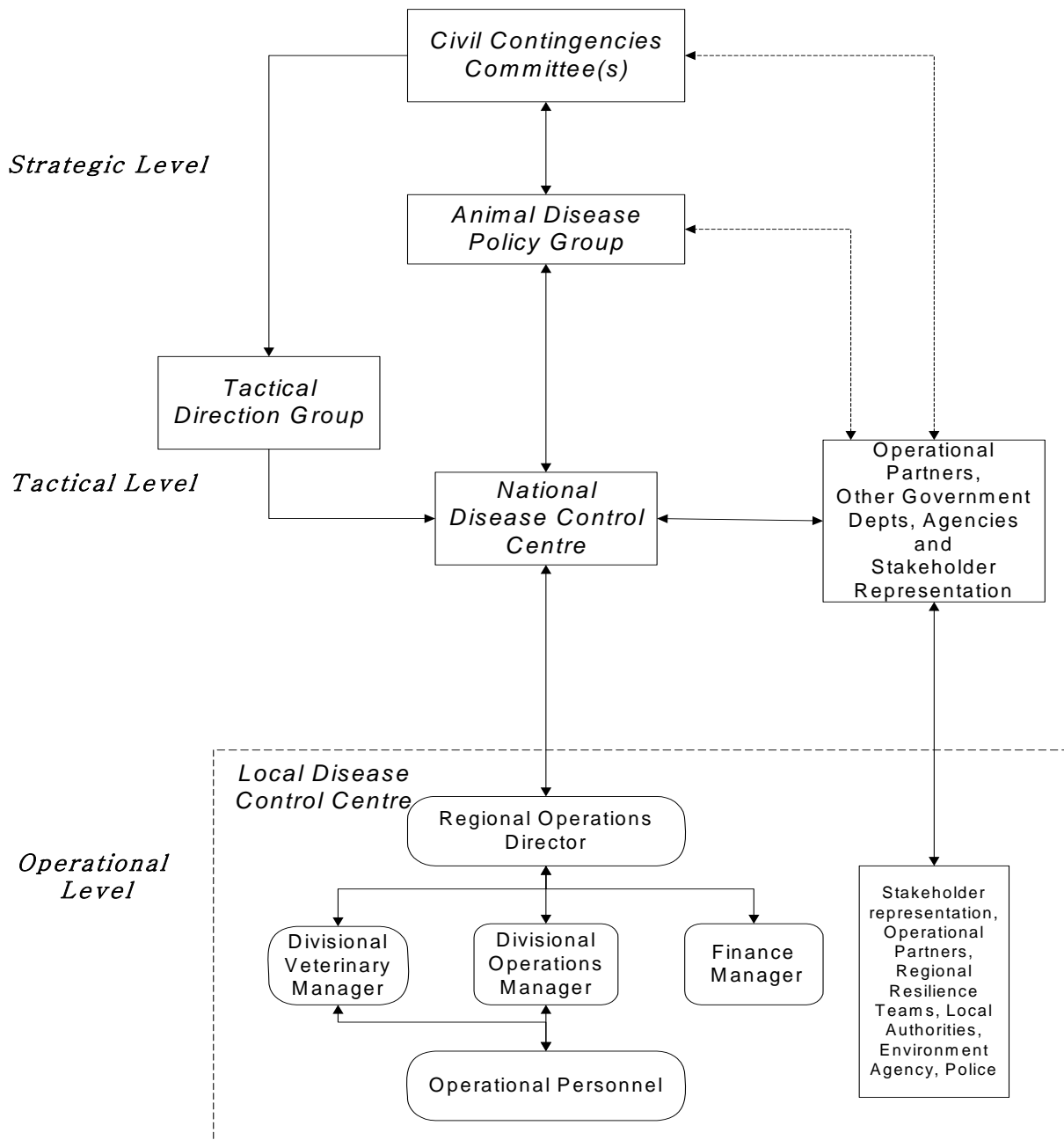
1.8. In the event of an outbreak the disease control strategy adopted will be consistent with the UK's EU obligations and in line with the appropriate EU legislation. The Government's objective in tackling outbreaks of any disease covered by this plan is to restore the UK's disease free status as quickly 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; and
- Minimise the burden on taxpayers and the public at large.

Structures and Arrangements

1.9. The plan is based on strategic, tactical and operational command structures and sets out the roles and arrangements for the strategic command including the Cabinet Office. This structure is summarised in Figure 1.

Figure 1. Single-Line Command Structure for Control of Animal Diseases

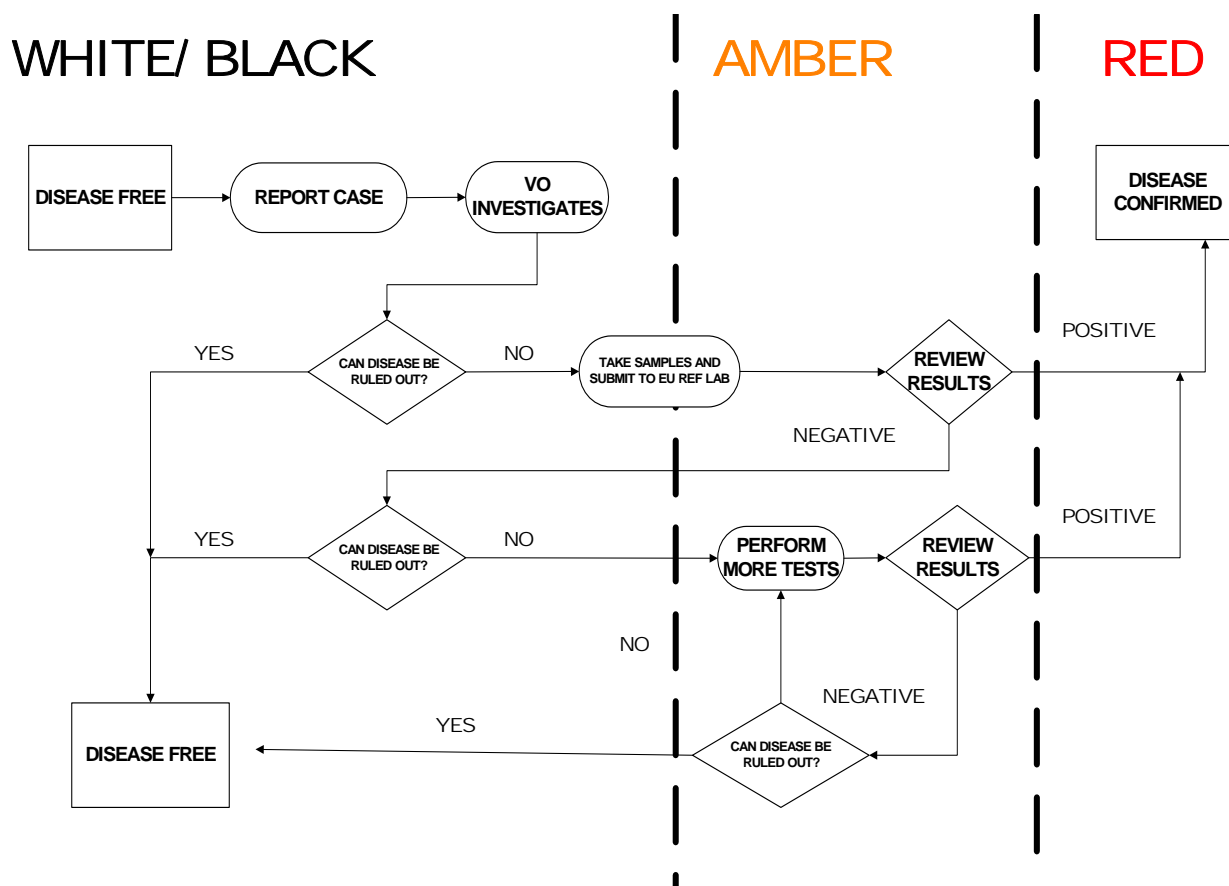


SECTION 2. Alert System & States of Alert

Overview

2.1. A standard alert system has been adopted as a basis for responding to an outbreak of animal disease. Under normal circumstances the country will be at white alert (disease is not present or suspected in the country). Under certain circumstances, for example if disease were present or suspected in a nearby member state, the Chief Veterinary Officer (CVO) may raise the state of alert to Black (a higher than normal risk of disease). Alert states of 'Amber' (in the case of suspicion of disease) and 'Red' (on confirmation of the first case of disease) will be declared as appropriate. Figure 2 shows the process by which alert states are either escalated or scaled back. Details of the trigger points for each disease are shown at Volume 1: Generic Plan, Annex A.

Figure 2. Alert System to Indicate Disease Status



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

Action on Suspicion of an Exotic Animal Disease

2.2. Any suspicion of an animal disease must be notified to the local Divisional Veterinary Manager (DVM) of the SVS who will take action according to SVS instructions. Volume 1: Generic Plan, Annex A indicates the local veterinary action to be taken in relation to the level of suspicion.

2.3. Defra HQ is notified of all reports of suspect disease.

2.4. Responsibility for providing and communicating information on a case of suspect disease, including laboratory results, lies with Defra's Veterinary Exotic Diseases Division (VEROD) who use the Notification of Disease form to notify Defra Ministers, Devolved Administrations, appropriate Senior Officials within Defra, and key veterinary and policy personnel in HQ and the regions, including the CVO and the Chief Executive of the SVS. A notification of disease form will record the appropriate level of suspicion as detailed in Volume 1: Generic Plan Annex A.

2.5. Out of Hours notification is the responsibility of the Duty Veterinary Adviser and Duty Press Officer. To ensure a targeted response, notification of suspicion of disease will be made by telephone. Key veterinary and policy staff will be kept informed of developments and a Notification of Disease form is circulated at the first available opportunity

2.6. **If disease cannot be ruled out and the level of suspicion is assessed as level 2 or 3 (level 1 for FMD) the status of alert will be Amber and the following action will be taken.** Refer to table below and Volume 1: Generic Plan Annex A for summary of states of alert and levels of suspicion.

STATUS OF ALERT	LEVEL OF SUSPICION
White	LEVEL 0 Disease not suspected following veterinary inquiry
White (Amber for FMD only)	LEVEL 1 Lesions & clinical disease not typical – but disease can not entirely be ruled out on clinical grounds
Amber	LEVEL 2 Lesions & clinical disease suggestive of disease but not entirely convincing
Amber	LEVEL 3 Veterinary staff at premises under investigation and at HQ believe from examination on clinical grounds that disease exists.
Red	LEVEL 4 As level 3 plus disease already confirmed in the country or substantial evidence that disease may have entered the country.

Amber – Suspicion of Disease

The arrangements for the management and timing of the release of information, both internally and externally, are:

Details on a Suspect Case

2.7. Information and test results will be made available as soon as possible. A discussion, normally by conference call, will take place with the CVO or nominated representative leading and those listed below participating.

CVO or nominated representative
DCVO (Deputy Chief Veterinary Officer)
CSA (Chief Scientific Advisor)
Chief Executive SVS
Animal Health & Welfare Director or Head of Division (AHWD)
Livestock Strategy Director or Head of Division (LRDG)
Communications Director (CD) and Government News Network (GNN)
Private Offices
No. 10
Veterinary Exotic Research Division (VEROD)
VS Contingency Planning
DVM
SVS Operations Director
Civil Contingencies Secretariat (CCS)
News Co-ordination Centre
Scottish Executive
Welsh Assembly Government
Department of Agriculture and Rural Development Northern Ireland (DARDNI)
Department of Health
Health Protection Agency (HPA)
Other agencies may be notified as appropriate depending on the nature of the disease.

2.8. The policy division responsible for the exotic disease which is suspected will convene the conference call (out of hours the Duty Press Officer will be notified by the Duty Veterinary Adviser in VEROD). A list of contact names and numbers will be maintained by policy divisions who will ensure that it is reviewed and updated as required on a monthly basis.

2.9. The agenda for the communications conference call will comprise (with a report from bracketed party)

1. Situation Report – National (CVO)
– Local (DVM)
2. Timescale (CVO)

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3. Risk assessment (CVO / DVM)
4. Public health issues (Department of Health (DoH) and HPA)
5. Communications objectives (Director of Communications)
6. Stakeholder Handling (national and local) (AHWD, DVM)
7. Agreed lines to take/press notice (Director of Communications)
8. Time of release and action points (CVO)

2.10. At the end of the conference call, the following will then take responsibility for making the notifications listed in the table below (as appropriate to the nature and extent of the outbreak).

	RESPONSIBILITY
DVM	Inform individual farmer as a matter of urgency (DVM to alert CD/regional 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;
DCVO	Inform European Commission, Office International des Epizooties OIE and other member States Inform Royal College of Veterinary Surgeons (RCVS) and British Veterinary Association (BVA)
AHWD	Inform NFU (HQ), and species specific stakeholders
SVS CPD	Inform Civil Contingencies Secretariat (CCS), Regional Coordination Unit (RCU), Environment Agency (EA) and the Head of Contingency Planning and Security Division (CPSD)
	Inform HPA/DoH by contacting the Emergency Response Duty Officer
	Inform IBM
	Inform Ministry of Defence (MOD) Home and Special Forces Secretariat
CE SVS	Notify SVS CMT Members

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SVS Finance Director	Notify Defra Finance Director
CD/GNN	Inform media, website, helpline, intranet (and other internal communications to Defra staff), GNN

2.11. News Releases will be drafted by AHWD in conjunction with CD and must be sent to all internal principals (particularly the DVM) before being released externally.

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

Next Steps

2.13. The contingency Regional Operations Director (ROD) and Divisional Operations Manager (DOM) for that area will be placed on standby to lead the LDCC if disease is confirmed. Contingency Finance Managers will also be alerted.

2.14. The Chief Executive of the SVS will consider authorising the establishment of a Local Disease Control Centre (LDCC). The Chief Executive of the SVS will also consider placing all nominated Heads of National Disease Control Centre (NDCC) teams on alert and will consider the establishment of some elements of the NDCC (SVS Instructions contain detailed plans for establishment and resourcing).

2.15. SVS CPD will activate the Emergency First Response Team (EFRT). The EFRT will be actively involved in the early stages of managing an animal disease outbreak. They will set up the first operational desks in the Disease Reporting Team of the NDCC.

2.16. SVS CPD will contact the SVS BDD in order to instigate the set up of Defra's Disease Control System (DCS) (current 'up and running' time is 24 - 48 hours). However, in the event of a disease outbreak occurring outside normal office hours, the Defra IT help desk should be contacted directly.

2.17. If the suspicion is of FMD disease, SVS CPD will also notify the emergency vaccination contractor.

2.18. In cases where laboratory confirmation is awaited and the veterinary assessment indicates an unacceptable risk in waiting, the CVO **may take the decision to move to red alert before final confirmation is received**. In this case all action indicated as required under 'Red' alert will be immediately initiated.

Red – Initial Action on Confirmation of an Exotic Animal Disease

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2.19. 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'. Defra staff listed at Para 2.10 and in Volume 1: Generic Plan, Annex B will notify those personnel and organisations necessary for a swift response to an outbreak.

2.20. The Permanent Secretary will convene an Emergency Management Board as soon as possible and will take a decision on triggering the Civil Contingencies Committee (CCC) on the basis of emerging information about the disease.

2.21. The actions and steps to be taken to establish the NDCC and Local Disease Control Centre (LDCC) and to control the disease are set out in detail in the SVS operational instructions (Veterinary Instructions, Procedures & Emergency Routines – VIPER) and the AHDO contingency plans.

2.22. Following confirmation of disease the CVO will notify the European Commission, OIE and other member States.

2.23. Other Government Departments, operational partners and key local stakeholders such as the NFU will be notified as soon as possible. Utilities will be notified by LDCCs as set out in the SVS instructions.

CRISIS LEVELS AND ESCALATION

2.24. The Lead Government Department guidance requires the lead department (in the case of animal diseases, Defra) at the outbreak of an emergency to submit a report on the crisis and agree a handling plan with the Civil Contingencies Secretariat (CCS). This will determine the level (significant, serious, catastrophic) that the event will be managed at.

CRISIS LEVELS

2.25. This plan is designed to support the three levels of crisis described in the concept of operations document (CONOPS) – these are described as:

- **LEVEL 1** **A significant emergency response led by another Lead Government Department (LGD), or one which can be managed within the resources of Defra** - this would probably only have a limited impact for Defra (e.g. an outbreak of an exotic disease on a single premises which was rapidly brought under control).
- **LEVEL 2** **A serious emergency that requires inter-departmental co-ordination and managed by the LGD chairing meetings at Official, or Ministerial level in the Cabinet Office Briefing Rooms (COBR)** – This would affect a broad range of Defra interests and which could not be managed within Defra's own resources)
- **LEVEL 3** **A catastrophic emergency requiring the full implementation of the Cabinet Office machinery and led by Home Office, Cabinet Office, or No 10; with Ministerial committee**

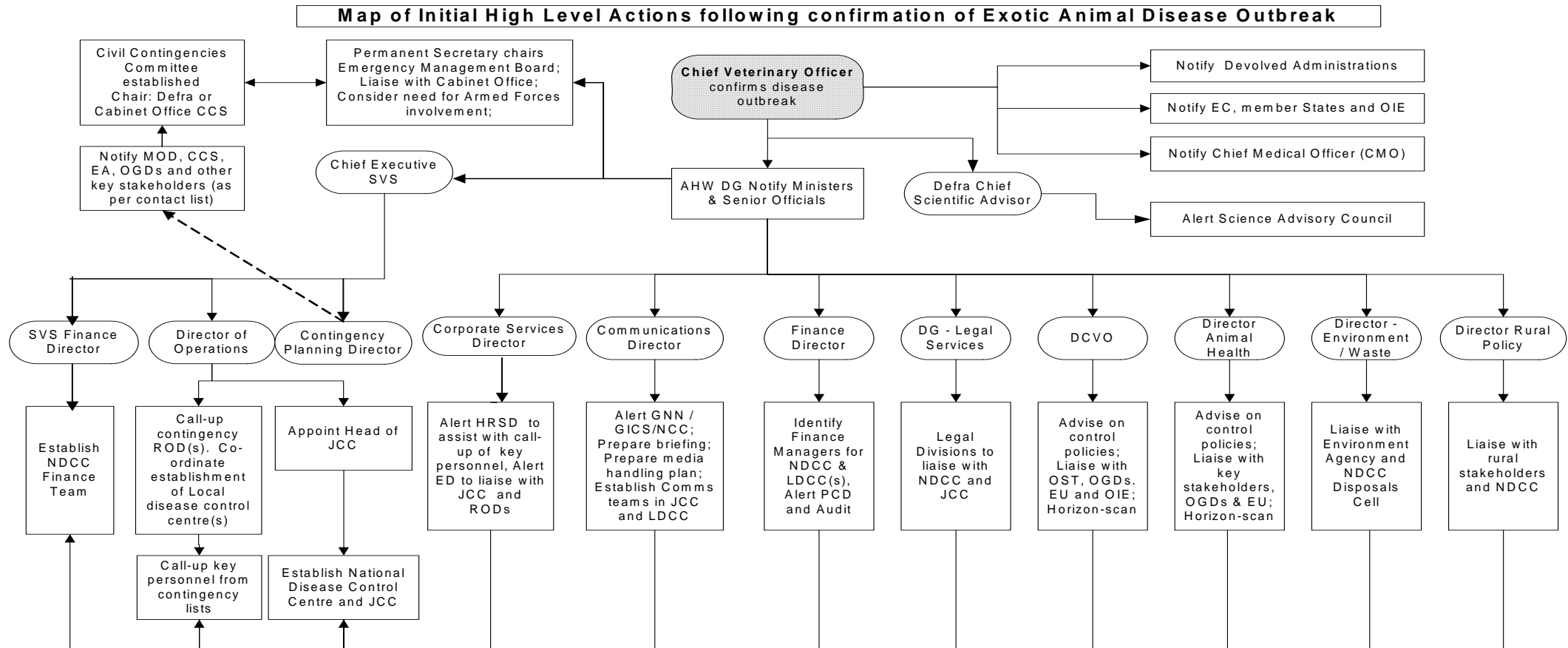
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meetings chaired by the PM or Home Secretary – this would affect Defra interests and would probably require management at Defra Management Board level (e.g. a major outbreak of a highly infectious animal disease such as FMD or a zoonotic disease such as HPAI affecting several areas of the country over an extended period of time).

ESCALATION

2.26. Unlike many other crises, it is difficult to assess the potential scale and severity of an outbreak of exotic animal disease, it is therefore essential that flexible approach to crisis management and escalation is adopted. Defra will inform CCS at the suspicion phase and on confirmation of disease, the department will keep CCS fully informed of all developments through the daily sitrep and attendance at the animal disease policy group (ADPG). The crisis will be escalated as appropriate by the emergency management board (EMB) in consultation with CCS on the advice of the CVO.

Figure 3. Map of High Level Actions (see Volume 1: Generic Annex B for details)



SECTION 3. Mobilisation, Deployment & Ongoing Management

This section deals with the mobilisation and deployment of resources and describes how the disease control operation will be managed. Details of the department's emergency preparedness arrangements and resilience are outlined in Annex A of this document.

Involvement of the Armed Forces

3.1. On suspicion of disease, the Contingency Planning Director will contact the MOD Home and Special Forces Secretariat to notify of the suspect case. Immediately after a case of any animal disease covered by this plan is confirmed, the Contingency Planning Director will again contact the MOD Home and Special Forces Secretariat to inform them of the outbreak so that, if necessary, aid can be sought with the minimum delay. If it were decided that it was necessary to seek aid from the armed forces, aid would be provided under the 'Military Aid to the Civil Authorities' (MACA) arrangements, subject to other Armed Forces commitments. The Armed Forces will initially provide assistance with logistic capability and will be deployed at both tactical (Tactical command) and operational (Operational command) levels

3.2. DEFRA can now engage the MOD in the response to an animal disease at any time, at two levels:

- Centrally: using the Government's crisis management mechanism
- Regionally: through contact between DEFRA regional offices and the MOD's Joint Regional Liaison Officers (JRLOs).

3.3. The JRLOs were introduced on 2003. Their role is to provide a single focal point representing all three Services; to liaise between MOD regional commanders and both local civil authorities (i.e. DEFRA representatives) and Devolved Administrations, and to co-ordinate Armed Forces' participation in the LDCC and any regional civil emergency control centre that may be established.

3.4. There are 11 full-time JRLOs, one in each Armed Forces region. They can draw on supporting staff if required. JRLOs and other enhancements to the MOD's regional command structure reflect the lessons learned from FMD and other emergencies.

3.5. The aim of the initial contact at central and regional level would be to assess whether a particular outbreak is of sufficient importance to require and justify Armed Forces support and to identify any tasks that the Armed Forces and MOD technical /scientific staff could usefully perform.

3.6. Initial engagement does not require Ministerial authorisation, though Ministers in both Departments would be informed if there was a possibility of a request for Armed Forces deployment. The deployment of the Armed Forces

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on the ground does require confirmation by a Minister in DEFRA that an outbreak was, in their view, serious enough to require Armed Forces support, and agreement by an MOD Minister (and one other member of the Defence Council) that this was the case.

3.7. The Armed Forces will retain their own command and control structure with overall co-ordination of their effort being controlled by Armed Forces HQ Land and will be deployed centrally. Regional staff must not approach Army Brigade headquarters directly. All requests for initial assistance must be passed through NDCC, although it is envisaged that the JRLO or a military liaison officer will be posted to LDCCs to provide local and regional coordination and feedback.

3.8. If deployed, Brigade Commanders will take direction (but not commands) from RODs/DVMs, from whom they will receive clear aims and objectives. The local military commander will decide how best to use their troops based on these aims and the directions.

Human Resources

Veterinary Personnel

UK Government Veterinary Personnel

3.9. **SVS:** On authority from the Chief Executive of the SVS or the SVS Operations Director, individual veterinary staff will be alerted with immediate effect and deployed as instructed by DVMs. (SVS instructions and local office contingency plans expand on these arrangements). The DCVO will ensure that vets in core Defra are alerted and deployed where required.

3.10. **Others:** HRSD will contact Defra Agencies, other government departments and retired veterinary staff as necessary.

Non-Government Veterinary Personnel

3.11. Contingency LVIs will be called up immediately to provide veterinary cover and DVMs and HR teams will contact and engage private veterinary Surgeons in GB and abroad as casual veterinary staff. Those who are already local veterinary inspectors (LVIs) may undertake work in that capacity.

Overseas Government Veterinary Personnel

3.12. The CVO will send a request to the International Animal Health Emergency Reserve countries and EU member states if additional veterinary staff are needed. Induction briefing for incoming veterinary surgeons will be arranged centrally by SVS HR

Regional Operations Directors (RODs) and Divisional Operations Managers (DOMs)

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3.13. When Amber is declared the Contingency Planning Director SVS will alert the contingency ROD and DOM for that region to take control of the LDCC if disease is confirmed.

Field, Technical and Administrative Personnel

3.14. The NDCC and LDCCs will require field and administrative staff to support key personnel and veterinary colleagues in the eradication of disease.

3.15. The NDCC HR Cell will liaise with WSDD regarding the employment of veterinarians, receive bids for all staff (veterinary, technical and administrative) from RODs (or an appointed deputy) and maintain an overview of numbers. They will provide HR related briefing when required. They will also deal with immigration issues and liaise with Embassies and The RCVS regarding the registration of overseas vets.

3.16. Defra's Human Resource Centre, Worcester will co-ordinate action on the redeployment of administrative staff from the Emergency Volunteers Register, and other staff, to the NDCC and to LDCCs. They will also lead on the recruitment of veterinary, technical and administrative personnel except those employed on a short-term (casual) basis who will be recruited locally.

3.17. HR Service Centre, York will operate a helpline for HR related queries, other than those relating to recruitment.

3.18. Defra HR teams will provide trained personnel to assist in setting up local HR teams. They will also maintain quality control and provide policy guidance to local managers and HR teams on HR issues. They will also be responsible for liaising with the LDCC personnel points, monitoring national field-based resources.

3.19. Additional technical staff from the following sources will also be considered:

- Retired SVS technical staff
- Veterinary students
- Agricultural students
- Retired Egg Marketing Inspectorate (EMI) staff
- Technicians and heads of diagnostic laboratories

3.20. Additional support staff may need to be drafted in from other government departments. Use of the protocols set out in a central Memorandum of Understanding on Mutual Aid and the Redeployment of Human Resources will be triggered if necessary, and the Head of Corporate Services Division, through the Permanent Secretary, will contact the Civil Contingencies Secretariat (CCS) to request assistance with additional staffing. Concurrently, RODs will liaise with Government Office Directors and Regional Resilience Directors to seek additional assistance in locating further staff.

3.21. Having first sought clearance from the Chief Executive SVS or Director of Operations, RODs may contact Regional Directors of Jobcentre

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Plus (Department for Work and Pensions) in order to recruit staff directly on short-term contracts. In this instance, guidance on contractual arrangements should be sought from the HR Service Centre, York and the HR expertise that may be available in the LDCC. The Operational Support Secretariat of Jobcentre Plus (Department of Work and Pensions) may assist in brokering these arrangements and will be invited to send a representative to the NDCC. (See Volume 1: Generic Plan Annex B - Contact List for details).

All staff will receive induction training appropriate to their expertise and role.

Defra Legal Services

3.22. Law and Regulation Directorate General will be instructed at the start of an outbreak. They will prepare Declaratory Orders and declarations imposing restrictions in defined areas (for example, infected areas) and provide legal advice as required.

3.23. In the event of an outbreak occurring before a particular directive has been transposed, LRDG will be instructed on the measures that will need to be put in place.

Legal Liaison Unit

3.24. A Legal Liaison Unit will be immediately established in the NDCC to co-ordinate actions and evidence gathering between LRDG and the NDCC and the LDCCs. Additionally, a Legal Liaison Officer will be posted in each LDCC. Administrative staff will fill both the NDCC Legal Liaison Unit and the Legal Liaison Officers posts. LRDG will provide lawyers to the NDCC on a rota basis.

Vaccination Teams – FMD only

3.25. See Volume 2: FMD, Section 3

Involvement of Operational Partners

3.26. The Contingency Planning Director will ensure that representatives of other government departments, key operational partners such as LGA, LACORS, ACPO, HPA and EA, are invited to form part of the NDCC.

3.27. DVMs will engage with local operational partners as part of the establishment of the LDCC and will ensure they are invited to form part of the LDCC.

3.28. DVMs in areas not immediately affected by the disease outbreak should where possible convene a meeting of key operational partners to brief them about the emerging outbreak, establish networks of communication and to ensure that operational partners are ready to respond should disease be identified in their areas.

Involvement of Stakeholders

3.29. The Contingency Planning Director will ensure that representatives of stakeholder groups and those affected by the disease and measures taken to control it are invited to form part of the NDCC.

3.30. DVMs will engage with local stakeholders as part of the establishment of the LDCC and key organisations will, subject to available accommodation, be invited to form part of the LDCC.

3.31. Guided by the Animal Health and Welfare Strategy and its implementation plans, national animal health stakeholder meetings will be held in the event of an outbreak under the chairmanship of the Local Environment, Marine and Animal Welfare Minister, or as necessary by the CVO or the Director Animal Health deputising for her. Representatives of key stakeholder organisations from outside the agriculture and the food sectors will be invited to attend in order to embrace wider interests. The possibility of having separate sub-groups to look at particular issues in greater depth (e.g. trade, countryside access, tourism, etc.) will be kept under review, according to the scale of the outbreak.

3.32. DVMs in provisionally free areas will also keep key stakeholders informed and appraised of developments at a local level.

Training

SVS Permanent Staff (Veterinary, Technical and Administrative)

3.33. DVMs will identify AHDO staff to undertake key emergency roles in line with the job roles outlined in SVS instructions. They will ensure these staff are fully trained and equipped to undertake their respective roles and that their PDP objectives include the key responsibilities required.

Induction Training for Casual Staff (Veterinary, Technical, Agricultural Students, Agency Staff and Administrative)

3.34. Managers must ensure that new staff recruited into LDCCs, or the NDCC during an outbreak receive induction training covering at least their roles and health and safety procedures, as well as any specific biosecurity requirements.

3.35. The ROD and DVMs will ensure staff are familiar with this contingency plan, the relevant local office contingency plans, SVS instructions, and business process maps. For key personnel, this will centre on the job descriptions within this plan and the instructions. Desk instructions for key posts will be available in VIPER. For other individuals recruited to support an LDCC, a brief outline job description must be drafted. Managers must describe the jobholder's duties, offer support and review the job role regularly.

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Managers should consider establishing a 'buddying' system, whereby new recruits work alongside existing jobholders to learn their job.

Accommodation

3.36. The NDCC will be in London. A room in Defra's building at 1A Page Street is equipped with the necessary facilities needed to establish the control centre immediately an outbreak is confirmed. In the event of a rapid escalation of an outbreak it may be necessary for the NDCC to expand. The Chief Executive SVS in consultation with the CVO may decide to relocate the NDCC to the 7th and 8th floors of the same building as they already have the requisite infrastructure in place. ED will arrange this move and therefore must be kept fully informed of the likely escalation of the disease in order that they can enact plans for the relocation of staff and the provision of adequate office space, desks, telephones etc. IBM must also be kept informed so that the necessary IT infrastructure can be supplied. SVS HR may also support some of the accommodation functions.

3.37. At a local level, the ROD, DVM and DOM will review the accommodation requirements of the LDCC in liaison with ED. ED has in place Facilities Management Contracts covering all of England and Wales through which temporary and other accommodation can be provided. Local emergency planning officers may also be able to assist in the identification of suitable sites for relocation.

Information Technology & Data Systems

IT Services and Support

3.38. IBM operates a 24 X 7 Defra help desk as a central point of contact, and IBM and ICF service managers are on call 24 X 7 to co-ordinate the IT response to any emergency situation.

3.39. An IT cell will be established as part of the NDCC to co-ordinate requests for IT services and developments and manage their delivery.

Disease Control System (DCS)

3.40. The Disease Control Systems are continually available and the Business Development Division at Worcester will check data and ensure readiness for use at Amber.

Procurement

General – Procurement and Commercial Contracting Contingency Plan

3.41. The Contingency Planning Director will notify the Director of Purchasing and Supply if alert state Amber is declared so that the appropriate resources can be placed on standby.

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3.42. The PCD contingency plan sets out the procurement resources that will be mobilised at tactical level to form PERT teams under the direction of Defra's Director of Purchasing and Supply or his/her nominated representatives. PCD will provide a procurement cell in the NDCC within 8 hours.

3.43. 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 PERT team arrives, including the triggering of contingency contracts; authorisation and use of emergency purchase orders and procurement cards; and contract management and letting.

3.44. Within 24 hours of confirmation PCD will provide a PERT team in an LDCC to manage the procurement and commercial activities for that office. The PERT team is likely to include a Commercial/Procurement Manager, Contracts Manager, Purchasing Manager, Quantity/Claims Surveyor and Field Manager. The exact composition and size of the PERT team will be governed by the extent and nature of the outbreak and the requirement to ensure that contracted services are provided, monitored and properly accounted. If requested by the LDCC, Field Store Managers will be provided by PCD to enable the release of the existing store manager for other duties and Surveyors will be engaged prior to receipt and approval of supplier/contractor invoices and will be responsible for the certification for some diseases, verification and evaluation of these invoices.

3.45. All contracts and commercial arrangements put in place after declaration of an emergency situation will be let in accordance with delegated authorities determined by SVS Director of Finance, having already agreed in advance with Defra's Director of Purchasing and Supply and Finance Director.

Financial Control

3.46. The SVS Finance Director, or person nominated by him, will be the NDCC Head of Finance, who will ensure close communication between NDCC Finance, Defra's Finance Director, Finance Planning and Resource Directorate (FPRD) and with HM Treasury if a claim for Reserve funding is required. There will be regular meetings of all appropriate members of NDCC Finance, FPRD and PCD. These meetings are the forum to raise issues which require financial policy and procedural advice.

3.47. On confirmation of an outbreak the SVS Finance Director will initiate an exercise to identify SVS funds that can be reprioritised to funding the cost of an outbreak. At the same time the Head of Resource, Planning and Performance Division on AHWDG will also undertake a similar exercise. Where the size of an outbreak indicates that SVS AHWDG funds will not cover the cost of the outbreak, even after the reprioritisation exercise, the Head of Finance at the NDCC will approach the Head of FPRD's Financial Control Branch to identify resolution of funding issues.

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a)

3.48. The Head of NDCC Finance will inform the Audit Office, EU Auditors and Defra auditors of the outbreak and

- a) the roles and responsibilities of the teams involved in the eradication process
- b) explain the approach to tackle the emergency situation.

3.49. NDCC Finance is responsible for providing regular reports to the auditors and HM Treasury on actual expenditure incurred during the outbreak and for responding to audit reports as appropriate and with input and assistance from EDPC, submitting EU claims for reimbursement of costs (in accordance with the EU Regulations) and communicating with EU auditors as and when required. There will also need to be a State Aids application submitted at the earliest possible opportunity in the outbreak. The Defra Finance Manager will also be responsible for the engagement of forensic accountants when necessary.

Arrangements for Financial Control in NDCC

3.50. 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 NDCC and liaising with FPRD for the provision of a contingency regional Finance Manager to each LDCC. The LDCC finance manager will also be responsible for issuing guidance, in accordance with SVS guidance, on accounting policies, financial databases, audit trails, desk instructions and checklists on financial controls including:

- Roles and responsibilities of Finance Managers (LDCC and NDCC) - and reporting responsibilities as set out in SVS instructions;
- Authorisation levels for payments, delegations, management checking, write-off, over payment procedures in accordance with the department's Finance Manual and Government Accounting;
- Policy on the retention of records;
- Chart of accounts, cost centre codes and objective codes;
- Fraud guidelines in accordance with Defra's policy including the process of dealing with allegations of fraud;
- Budgeting, estimates and the monitoring of expenditure;
- Liaison with the National Audit Office (NAO), European Union (EU) and internal auditors;
- Liaison with the Procurement Team;
- Liaison with Defra's Accountancy Services Division (ASD) and Director of Finance and HM Treasury;
- Provision of regular financial information.

Arrangements for Financial Control in LDCCs

3.51. Contingency Regional Finance Managers will be responsible for managing financial activity in the LDCC, providing financial reports to the NDCC, through the daily sitreps and for providing financial advice to the ROD and DOM, in accordance with SVS policy, on accounting policies, financial databases, audit trails, desk instructions and checklists on financial controls including and to the NDCC Head of Finance:

;

- Ensuring suitable records are maintained relating to all financial transactions;
- Authorising travel & subsistence claims, accommodation costs, other requests for re-imbursement of staff costs and TVI fees;
- Arranging financial procedures training of finance staff and managers within LDCC;
- Initial Scrutiny of Compensation Claims for slaughter and for items seized and destroyed.

Within the LDCC, Contingency Regional Finance Managers will report to the ROD.

Equipment and Stores

3.52. The SVS has a Service Level Agreement with VLA Weybridge. Under the terms of this agreement equipment required by the SVS to carry out its routine duties are provided within defined time limits. No minimum contingency stocks are held at VLA, but normal routine stocking levels would provide initial requirements. VLA has undertaken to provide as much equipment as possible until emergency contracts with key suppliers take effect. [The provision of key equipment items is further supported by call off contracts with relevant suppliers.](#) The SVS has established a national network of stores facilities [which also hold defined levels of specific equipment.](#) The procurement cell would then take responsibility for securing additional supplies.

Management Information and Disease Control Information

3.53. DVMs will ensure that once the LDCC has been established, that any new staff are familiar with the Management Information reports of the DCS. This will ensure the accurate and timely collation of statistical information for circulation to the NDCC and within the LDCC itself.

3.54. RODs are required to submit daily situation reports (Sitreps) to the NDCC Operations cell. NDCC Operations will then circulate the reports to colleagues as appropriate in order that they may be drawn upon to inform the daily NDCC Report. These are required by 1800 hours. The NDCC will

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collate information from the RODs, from DCS and other appropriate sources to produce a daily report on the disease and its management and control, for Ministers, the Civil CCC and senior officials.

3.55. It is essential that the collection and processing of data and financial information within the NDCC and LDCC is done without delay. The supply of accurate management information to the tactical and strategic command levels is of critical importance. All personnel involved with the collection, collation and processing of this information should be made aware of this and understand its importance.

3.56. The data required by the strategic and tactical levels will be captured on-farm as soon as is practicable. The outline requirements for this are as follows:

- Animals/birds culled;
- Performance against agreed slaughter target (if farm is IP) [for FMD only];
- Animals/birds disposed;
- Disposal route;
- Cleansing and Disinfection - when preliminary C&D complete;
- Any issues or local concerns.

SECTION 4. Outbreak Management

4.1. Throughout all phases and aspects of disease control measures there are three overarching factors that must be considered:

- Human health and welfare
- Biosecurity
- Animal welfare

General Health and Safety and Staff Welfare

4.2. In the case of avian influenza, which is a zoonotic disease and is transmissible to humans, additional health and safety precautions, over and above those already in place for other diseases will be implemented. These are detailed in Volume 3: AI, Section 4.

4.3. The Defra Departmental Health and Safety Unit (DHSU) and SVS H & S are the safety professionals who must be involved in all aspects of Contingency Planning and Operational Delivery. They will ensure that all LDCCs have a **named safety professional** to provide competent advice at all stages of operations; as far as is operationally possible, this individual will be located in the LDCC. **DVMs and RODs must ensure that the competent safety person is included as part of their management team.**

4.4. The Departmental Health and Safety Manager will operate as part of the Operations Cell in the NDCC, providing health and safety advice at the strategic level (see Volume 1: Generic Plan, Annex E and F for guidance on health and safety)

4.5. The employee support service will allocate a named Employee Support Advisor to ensure that the support arrangements are in place at each LDCC and HQ offices. The Employee Support Service Manager will keep in close contact with the NDCC to provide strategic welfare advice and guidance to the NDCC Operations Director. The Counselling Support Service will be made available 24 hours daily (including weekends). All staff must be made aware of Defra's Employee Support Service, which can provide support and guidance in individual cases of stress or hardship. **RODs must ensure that Managers are aware of the potential for stress and must take appropriate action, including referral to counselling and professional support.** In addition, the Department consults and engages with the Rural Stress Action Plan Working Group (RSAP).

Rural Stress Advisory Group

4.6. The Department recognises that an outbreak of an animal disease covered by this plan may result in significant social, economic and personal emotional impact, affecting farmers, other rural business-people and residents, as well as Defra staff and contractors. These issues will be addressed through consultation with the Rural Stress Advisory Group (RSAG)

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and the Group will be represented on Defra's Contingency Planning Stakeholder Group. This will allow:

- Contingency Plans to include the 'human dimension' of an outbreak;
- Provision to be made for appropriate feedback and consultation during an outbreak to address issues that arise, including arrangements for information to be communicated on a daily basis by an appropriate Defra official (Head of Rural Communities Division, or his/her deputy) to a representative of the RSAP WG;
- De-briefing and aftercare of individuals affected and to the staff involved in measures taken to control an outbreak to be addressed.

4.7. Contacts will be made via the RSAG with support organisations at a local level and issues such as referral procedures, confidentiality and debriefing for staff addressed.

4.8. The RSAG brings together, under Defra's chairmanship, representatives of organisations that make an important contribution to the rural support sector, namely the Rural Stress Information Network (RSIN), Royal Agricultural Benevolent Institution, (RABI) Farm Crisis Network (FCN), Arthur Rank Centre (ARC), Samaritans, Citizens Advice Bureaux (CAB), NFU, Tenant Farmers' Association (TFA), Country Land and Business Association (CLA), Transport and General Workers' Union (TGWU), Institute for Rural Health (IRH) and Department of Health (DoH).

4.9. Organisations represented on the advisory group, with others, also form partnerships at the regional and local level to address the needs of the rural community including supporting those in distress. County - based support "groups" are facilitated by Rural Stress Information Network (RSIN) and Farm Crisis Network (FCN), whose organisations and volunteer members provide information, signposting and, in some cases, telephone helplines. The groups draw on the expertise of the wider partnerships that the network fosters, and there are various "entry points" for enquiries and assistance. Initial contact with these local partnerships should be made via the RSAP WG, but once contact has been established, local Defra staff should be encouraged to deal with them direct.

4.10. Farming Help is the banner under which RSIN, Royal Agricultural Benevolent Institution (RABI), ARC- Addington Fund, FCN and Samaritans promote confidential help for all in the farming community, and contact with any of these via the national telephone numbers will offer callers a wide range of guidance, assistance and support. Further information is available at: <http://www.farminghelp.org.uk/>

4.11. Farmers and others in the rural community are increasingly aware of the support network, and those Defra staff likely to deal directly with farmers have guidance on how to respond to cases of stress they encounter, including advice on how to make referrals to specialist agencies. This is set out in RDS's Rural Support Operational Guidance (link at

<http://omega/operations/ruralsupport/default.htm>), part of which is designed to increase awareness of the role of national and local rural support networks.

4.12. A strategic health and safety plan in support of these arrangements has been produced by Defra and is detailed in Volume 1: Generic Plan, Annex E. All relevant personnel must follow these arrangements. A strategic Employee Support Plan is attached at Volume 1: Generic Plan, Annex F.

4.13. As part of the management of the FMD vaccination operation the contractor has established a Health and Safety Policy. This policy has been drawn up to cover risk assessments for pre-vaccination visits by vets, for farm vaccinators, on handling facilities and maintain the necessary documentation to accompany this. The contractor will comply with best practice and all relevant provisions, whether statutory or otherwise, relating to health and safety at work. Specific H&S training is provided for all staff.

Biosecurity Guidance

4.14. Anyone coming into contact with livestock, poultry or their waste (manure/litter) runs the risk of spreading animal diseases. Biosecurity is the prevention of disease-causing agents entering or leaving a livestock premises. It involves measures and protocols designed to prevent potential disease causing agents being spread from an infected to an uninfected animal.

4.15. Biosecurity guidance to prevent the spread of animal diseases has been developed (in accordance with legislation¹) This guide, for anyone who comes into contact with animals, can be found at Volume 1: Generic Plan, Annex H) of this Plan and on the Defra website at:

http://www.defra.gov.uk/animalh/diseases/pdf/biosecurity_guidance.pdf

Animal Welfare

4.16. The welfare of animals and birds will be considered throughout a disease outbreak.

4.17. There is a responsibility on the owners of animals to anticipate and avoid problems. This principle is set out in the Animal Health and Welfare Strategy for Great Britain (June 2004). Owners should consult their private veterinary surgeon for advice on safeguarding the welfare of their animals. Guidance would also be issued by Defra to owners and keepers.

4.18. Consideration will be given to setting up, at the earliest opportunity, an animal welfare forum, chaired by a Minister, with representatives of appropriate welfare and other organisations. This forum should also include those responsible for welfare activities. This forum would enable specific

¹

Animal Health Act 1981 as amended by the Animal Health Act 2002,

welfare concerns to be brought to Ministers' attention and enable Ministers to be aware of the welfare implications of disease control policies.

4.19. Provisions for ensuring the welfare of animals/poultry on-farm, at slaughter, at markets or in transit (at the time of movement controls being imposed) are detailed in SVS Instructions Chapters 31-34. Slaughter or killing must be carried out in accordance with the Welfare of Animals (Slaughter or Killing) Regulations 1995 (Chapter 31 refers). Provisions for emergency slaughter on farm in cases of poor welfare are detailed in SVS Instructions, Chapter 32.G. Procedures for slaughter/killing for disease control purposes are detailed in SVS Instructions Chapter 3.

4.20. Animal Movement Licensing Unit hold suitable licence templates for the movement of animals and instructions for their issue and use if movement restrictions are imposed. Animal Welfare Policy Division have published on the website advice to stock-keepers to assist them in maintaining welfare if movement restrictions are imposed. It is anticipated that the license templates will be added to the Animal Movement Licensing System (AMLS) database so that licenses can be issued direct from the system. This system could be extended for the movement of poultry.

Operational Procedures

Role of International Animal Health

4.21. International Animal Health Division have a disease response plan which provides guidance on the steps which must be taken in the event of an outbreak of a serious transmissible animal disease within Great Britain. The aim of the plan is to prevent the transmission of the disease to other countries by controlling the export of susceptible commodities. It also offers a framework for re-establishing export markets as the disease situation improves. Implementation of the plan requires the close co-operation of the SVS, industry stakeholders and British Embassies to ensure accurate information is exchanged.

4.22. The objectives for disease control are detailed in section 1 of this plan. The operational procedures include a range of activities aimed at implementing the agreed policies. These policies are spelled out in the disease specific annexes.

Initial Investigation VIPER – SVS Operational Instructions

Veterinary Inquiry

4.23. The aim of the veterinary inquiry is to undertake a prompt and accurate veterinary inquiry into suspect disease, and to manage the initial disease containment and control measures on the premises.

4.24. While they are on the premises, the Field Vet who undertakes the Inquiry has overall responsibility for all disease control activities and is

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responsible for all veterinary matters, including animal welfare. The investigating vet will:

- Ensure that appropriate restrictions are served on the suspect premises, and biosecurity procedures are established.
 - a) If it is a report Case the vet will serve an original of “Infected Place – Notice of Restriction” and keep a copy, and will explain restrictions and give copy of “Information leaflet for occupiers of Infected Premises”
 - b) If it is a Consultation case the vet will not serve restrictions, but will discourage movements on or off premises. However, if necessary, an “Infected Place – Notice of Restriction” may be served if a veterinary assessment indicates potential risk of disease spread.
- Undertake a veterinary inquiry into suspect disease. This will include taking a history of the case, carrying out clinical inspections and examinations and reviewing relevant records, e.g. medicine, movement, production and stock numbers.
- The Field vet will complete a Disease Report Form.
- The Field vet will make a telephone report to HQ and one of the following options will be the result of the veterinary inquiry:
 - Disease ruled out on clinical grounds
 - Disease cannot be ruled out on clinical grounds
 - Disease confirmed on clinical grounds

Disease ruled out on clinical grounds

4.25. The restrictions will be lifted when authorised by HQ and the occupier informed. They will be advised to seek advice from their own vet if appropriate.

Disease cannot be ruled out on clinical grounds

4.26. For FMD HQ may instruct the Field Vet to sign a certificate, which establishes restrictions in the area around the premises. Information regarding restrictions will be delivered through the Communications Hub centrally and delivered locally through GNN. Samples may be taken and sent for laboratory analysis. If necessary, HQ may authorise the slaughter of some or all of the stock. When slaughter is authorised this will be done as described below in Valuation, Slaughter and Disposal.

Movement Controls

4.27. The movement of people, vehicles, equipment, products etc on and off the affected premises must be licensed by a Veterinary Inspector.

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Disease is confirmed on clinical grounds (or if disease confirmed on laboratory results)

4.28. Where disease is confirmed, valuation, slaughter and disposal will be co-ordinated by the Field Operations Team following the relevant instructions

Valuation

4.29. The State Veterinary Service holds and maintains a list of approved valuers, which is subject to review on an annual basis. In the event of an outbreak all valuers on the list will be contacted to ensure they are still eligible for approval and to remind them of their responsibilities.

4.30. Operational instructions require all valuations of animals slaughtered for control of FMD or CSF to be undertaken only by a Valuer from the approved list.

4.31. In order to ensure consistency in delivery of valuation policy the Department has appointed four Monitor Valuers (these appointments are reviewed on a regular basis, at least every three years). Although initially based in London, the Monitor Valuers may visit LDCCs as necessary, depending on the extent of the outbreak.

4.32. For valuation of poultry rate cards will be used. For further detail see section 4.0 of the AI and ND components of this plan.

4.33. Defra is currently undertaking a review of animal disease valuation and compensation procedures with a view to rationalising and simplifying them. Part of this process will be to look at the case for compulsory standard valuations. This would remove the need for individual valuation by approved valuers in many cases and would reduce the risk of disease spread by speeding up the slaughtering process.

Culling (Slaughter)

4.34. Culling for disease control is carried out in accordance with the Welfare of Animals (slaughter or killing) (WASK) Regulations 1995 (see Section 4 of Volume 2: FMD, Volume 3: AI & ND, and Volume 4: CSF, VSD & ASF for disease specific arrangements).

Disposal

Disposal Hierarchy

4.35. The disposal hierarchy is as follows:

1. Commercial fixed plant incineration
2. Rendering
3. Licensed commercial landfill (may need direction from the Secretary of State)

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4.36. Decisions on disposal options to be used in the event of a disease outbreak will take into account assessments of risks from TSEs and the latest SEAC guidance at the time; advice from the Department of Health; and an assessment of the potential impact on the environment. Defra will suspend the Over Thirty Month Scheme and would review the operation of the National Fallen Stock Scheme, this would potentially free up disposal capacity to be used for carcase disposal.

4.37. A number of strategies, such as emergency vaccination, are now in place, which could reduce the numbers of animals to be disposed of in an outbreak, and this should mean that these three disposal routes would be sufficient. Although mass pyres will not be used in England in the future, the use of alternative methods of disposal routes, such as on-farm pyres and on-farm or mass burial cannot be completely ruled out if demand exceeds the capacity of the preferred options of incineration/rendering and licensed commercial landfill. On-farm pyres and on-farm burial will normally only be considered in remote areas (e.g. The Isles of Scilly) where access to other routes of disposal is limited). Any decisions to use these disposal routes will be taken in consultation with key stakeholders and appropriate environmental and public health assessments will be undertaken at each disposal location prior to use.

4.38. Defra recognises that there are a several factors that may impact on the disposal hierarchy in the future. These include the implementation of possible new environmental or waste management legislation and changes to capacity and accessibility of the disposal outlets. The hierarchy will be regularly reviewed, in consultation with relevant stakeholders, to take account of these issues. New technologies and facilities will also be reviewed on a regular basis.

Incineration

4.39. Agreement in principle has been obtained with most animal incinerator operators in England, Scotland and Wales, to dispose of carcasses. Defra intends to review this list and will establish a preferred supplier listing which will be subject to an annual review.

4.40. Incineration capacity is however limited and will only be able to deal with small isolated outbreaks, or the first few days of a new outbreak.

4.41. When a decision to slaughter is confirmed or is likely the DOM or LDCC Disposals Manager will, in consultation with the SVS Contingency Planning Division, the Rural Payments Agency (RPA), the Regulated Incinerator Operators (RIO), and the national transport logistics manager, arrange disposal of the carcasses. The DVM responsible for the disposal site will be informed, as will other key stakeholders.

4.42. DVMs will liaise with the relevant local authorities and the EA (or SEPA) to agree access arrangements and monitoring requirements.

Rendering

4.43. A call-off agreement with a major rendering company has been agreed to ensure a minimum lead-in time should there be an outbreak of disease. Additional capacity will be arranged in the event of a major outbreak, in consultation with the United Kingdom Renderers Association (UKRA) and the RPA. Total weekly capacity in the order of 20,000 tonnes per week could be made available. Specialist carcase transport will be provided separately through regional contracts with hauliers, renderers and the knacker industry.

4.44. Local AHDOs will ensure that they are aware which rendering facilities are available to them in the event of an animal disease outbreak. In the event of rendering capacity being required, the DVM or LDCC Disposals Manager will, in consultation with the SVS CPD, and the national transport logistics manager, arrange disposal of the carcasses. The DVM responsible for the disposal site will be informed as will the local authority, EA or Scottish Environment Protection Agency (SEPA) and other key stakeholders.

4.45. DVMs will liaise with the relevant local authorities and EA (or SEPA) to agree access arrangements and monitoring requirements.

Licensed Commercial Landfill Sites

4.46. If incineration and rendering capacity has been exhausted, it may be necessary to consider the use of licensed landfill.

4.47. The implementation of the Landfill Directive is unlikely to impact on the number or capacity of licensed landfill suitable for carcase disposal although the Department is currently reviewing the scope of powers to direct landfill operators. Defra is currently finalising, in consultation with the EA, SEPA, Environmental Services Association (ESA) and devolved administrations, structured agreements and national operational protocols for the use of licensed landfill sites. In the event of an outbreak of disease the Secretary of State and Welsh and Scottish Ministers will consider the need for powers of direction for the use of commercial landfill sites from day one of the outbreak.

4.48. DVMs will ensure they are aware of which licensed landfill facilities are available to them during an animal disease outbreak and liaise with EA (or SEPA) and local authorities to discuss access arrangements and monitoring requirements.

On-Farm Burial

4.49. If incineration and rendering capacity has been exhausted and licensed landfill capacity is limited, it may be necessary to consider on-farm burial. In this event Defra will consult with EA (or SEPA) to ensure that no burial is undertaken until an appropriate risk assessment has been completed and prior written authorisation from the EA (or SEPA) has been obtained. All burials would be undertaken in accordance with the relevant EU and national

regulations so as to minimise the risk of environmental and public health impact.

Pyre Burning

4.50. Pyre burning would not normally be considered in England or Wales until the use of Air Curtain Burners had also been considered and then only in exceptional circumstances. If it is decided that pyre burning has to be utilised on a limited basis, the SVS will follow the SVS operational instructions, which incorporate the guidelines developed by DoH in 2001. The ROD and SVS field operations staff will consult with local authorities, the Health Agencies and EA (or SEPA) and ensure that any burning is undertaken in accordance with the relevant EU and national regulations so as to minimise the risk of environmental and public health impact. Advice on air quality issues would be obtained from the local authority in the case of pyres and the EA (or SEPA) in the case of Air Curtain Burners. Pyre burning will not be considered for the disposal of poultry. Defra has no plans to use mass pyres.

Transport

4.51. A series of centrally negotiated transport call-off agreements are in place with a number of specialist local, regional and national haulage companies. Procurement advisers, in consultation with the NDCC disposal team, the local DVM and LDCC disposal manager will identify and procure appropriate transport for carcase disposal. The duty officer will initially deal with requests for transport. An emergency call-off contract to supply a national transport logistics manager and supporting regional transport manager(s) is now in place, and within 36 hours of confirmation of an outbreak the transport logistics manager(s) will take over responsibility for all transport logistics and tasking from the local DVM, although transport will continue to be procured locally.

Rodent Control

4.52. Rodent Control will be carried out on infected premises, on behalf of Defra, until the disease risk from rodents has been minimised (e.g. carcasses and potentially infected feed have been removed during preliminary Cleansing and Disinfection procedures). This control will be by the National Wildlife Management Team (NWMT) and will be co-ordinated nationally with staff operating within, and reporting to, the Biosecurity Unit of the LDCCs. Thereafter responsibility for rodent control will revert to the owner or occupier of the infected place.

Cleansing and Disinfection (C & D) of Affected Premises

4.53. The aim of C & D is to ensure that disease does not spread or re-occur. It must take place on the Premises where disease has been confirmed, (Infected Premises (IP)) and where animals have been exposed, (Dangerous Contact (DC)). If the presence of disease is subsequently confirmed it is targeted at any part of the premises that could have been contaminated, such

as buildings, feed, troughs, water lines, yards and fields. It is a two-stage process:

- **Preliminary C & D** is the slaughter and disposal of carcasses followed by a “damp down” of the premises with disinfectant to reduce the level of surface contamination by killing exposed virus and by reducing dust levels. It must be carried out at the time of slaughter or immediately afterwards and consists of spraying an approved disinfectant. Preliminary C & D will remain the responsibility of Defra, and will be undertaken and funded by Defra.
- **Secondary C & D cannot begin until 24 hrs have elapsed since the completion of preliminary C & D** and all carcasses have been disposed of. It consists of cleaning surfaces to provide a grease-free, clean surface followed by the application of an approved disinfectant. It is undertaken in a programmed way to ensure efficient C & D with minimal risk of recontamination.
Government funding of secondary C & D on farm premises is currently under review and will be subject to separate consultation as part of the consideration of the future funding of disease control measures.

4.54. When carrying out cleansing and disinfection, disinfectants used must be approved by Defra for the disease concerned and must be used according to manufacturer's instructions. Further information about disinfectants can be found on the Defra website at:

http://www.defra.gov.uk/animalh/diseases/control/testing_disinfectants.htm

4.55. Detailed guidance on the procedures for cleansing and disinfecting affected premises is available in the SVS Instructions, Field Operations Team. The EA or SEPA must be consulted before any disposal of disinfectant or seized material is considered. All disposals will be subject to a prior risk assessment and will be undertaken in accordance with EU and national regulations and guidance.

Surveillance

Clinical Surveillance

4.56. The aim of surveillance is the early detection of further infection spread and to provide evidence that infection has stopped spreading. The type and extent of surveillance activities will be adapted to the nature of the outbreak, and will be based on scientific advice.

Serological Surveillance

4.57. Serological surveillance may be carried out for a number of reasons, including epidemiological investigation, detecting early spread of disease and declaring areas to be free from disease. Methods of surveillance vary in sensitivity and specificity. The most appropriate method of surveillance will be chosen depending on the purpose, or stage of the outbreak. Serological

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surveillance in support of lifting restrictions should not commence until the specified time (depending on the disease and the nature of the outbreak) following preliminary cleansing and disinfection of an infected premises.

SECTION 5 - Communications

Aims

5.1

During an outbreak of an exotic animal disease: **Communications**

Directorate aims to ensure that progress on the Department's objectives is enhanced by appropriate, clear and accurate information to key audiences and effective dialogue with stakeholders. This is consistent with promoting the work of Defra and supporting public trust in the Department and Government overall. Key elements in this include ensuring that:

- agencies, operational partners, the Department and Government respond with one voice;
- we anticipate and respond to crises in the most efficient and effective way possible;
- we continually increase our understanding of, and effective dialogue with, stakeholders.

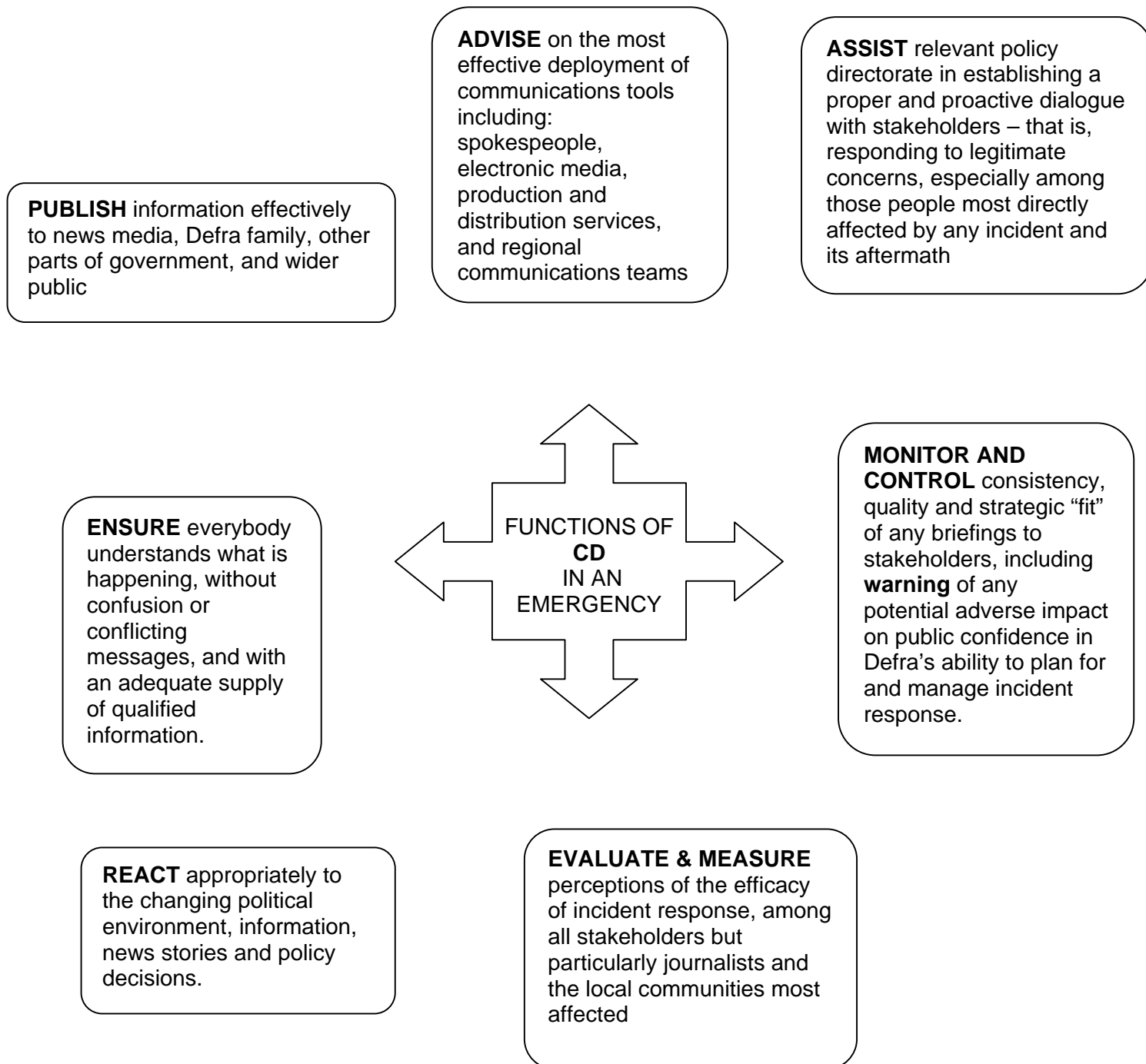
Defra is committed to a policy of openness.

The Department will share information with its stakeholders and has appointed Information Management Representatives (IMRs) to oversee requests for information under the Freedom of Information Act and Environmental Information Regulations.

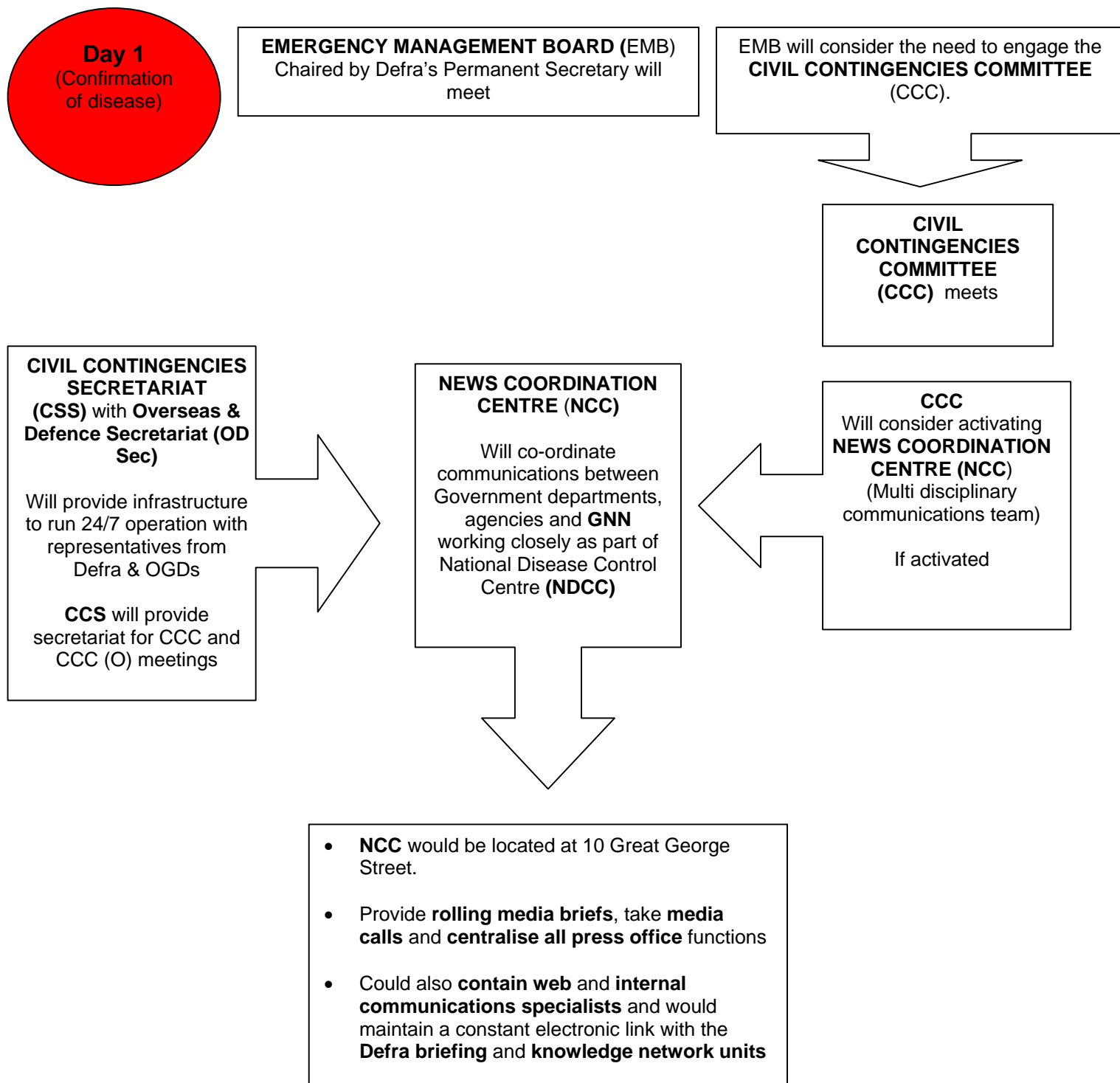
5.3 During an emergency situation, CD aims to:

- inform and co-ordinate Defra and central government information;
- identify early any issues of key interest to the media, the general public and the legislature;
- co-ordinate and integrate key messages with the policy directorates;
- assist policy colleagues deliver and manage messages to stakeholders;
- Assist the policy directorate in responding to stakeholder concerns;
- Deliver integrated, timely communications advice to ministers;
- Provide key messages to Defra's staff.

5.4 Functions of CD in an Emergency:



5.5 Central Co-ordination



SECTION 5. 5.Strategic, Tactical and Operational Plans

Outline of Command Structures

Command and Control

5.1. The response to a disease alert will be controlled using a Strategic, Tactical and Operational command structure.

Strategic Command

5.2. Purpose: To provide high level command and control at all stages of an animal disease outbreak, giving clear strategic direction to enable a cross departmental response.

5.3. Initially the Defra Emergency Management Board will be called and this will trigger rapid establishment of the Civil Contingencies Committee(s) (CCC and CCC (O)). Once the CCC is established, the Defra Emergency Management Board role will change from strategic command to dealing with business continuity issues for Defra and will meet on an ad-hoc basis in this context. Defra's ADPG will be responsible for recommending disease control strategies to ministers in close liaison with the Devolved Administrations. The CCC will convene as both official and ministerial meetings. However, it is likely that whilst the officials' meeting will occur daily, ministers will meet on a less frequent basis, perhaps weekly. The routine will be dependent on the nature of the outbreak.

5.4. Defra's Science Advisory Council (SAC) exists to ratify, audit and advise on the science and evidence base for the development of the control strategies that are implemented by Defra and its agents. There will also need to be consideration of whether the Government's Science Advisory Panel for Emergency Response (SAPER) should be involved. The mechanisms for activating SAPER require the departmental Permanent Secretary or Chief Scientific Adviser to write to the Security and Intelligence Co-ordinator, or, in his absence the Head of the Civil Contingencies Secretariat, copied to the Government's Chief Scientific Adviser.

Tactical Command

5.5. Purpose: To provide: a co-ordinated response to the direction received from the Strategic Group; to receive operational feedback, collate information and provide accurate reports and devise tactics for operational implementation.

5.6. This is the responsibility of the NDCC and the Tactical Direction Group (TDG). The direction from the strategic command is passed to the NDCC via the TDG. The TDG assesses the operational implications of the strategic requirement and decides on the appropriate tactical response for the NDCC. The NDCC produces tactical guidance for the LDCC's. The NDCC comprises elements of both policy development and operational implementation in one tactical command. The operation is coordinated through the Joint Coordination Centre (JCC) as part of the NDCC. The JCC includes

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representatives from other Government Departments, the Devolved Administrations, executive agencies and key operational partners including the HPA, LGA, LACORS and Defra Directorates (Communications, Veterinary Policy, Animal Health and Welfare (and Livestock Strategy Division), Corporate Services, Finance, Environment Quality and Waste, Rural Policy and Legal Services A.

5.7. The JCC collects information and intelligence on the outbreak, its control and its impact on industry and the public. This is analysed and collated in a daily NDCC report, which is circulated overnight to key personnel by the JCC.

Operational Command

5.8. Purpose: To implement contingency plans and associated tactical guidance, working in liaison with operational partners and stakeholders to ensure effective control of the disease outbreak, and provide regular feedback.

5.9. LDCC's are established by Divisional Veterinary Managers and subsequently come under the control of the RODs. They include representatives from relevant agencies, local authorities, operational partners and other key stakeholders. DOM's and Divisional Finance Managers are also posted to LDCCs to take responsibility for the administration of the centres. Depending on the scale of the outbreak additional managers may be brought in to assist.

5.10. The ROD's are responsible for collecting management information on: the performance of their LDCCs; 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. This information is reported to the JCC in a daily situation report (sitrep).

5.11. This Plan covers operations in England. Volume 1: Generic Plan Annex J sets out outline details of the contingency plans for Scotland and Wales. Northern Ireland also has a separate contingency plan, details of which are not outlined in this plan as the island of Ireland is treated as a separate epidemiological entity.

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Daily Battle Rhythm

	07.30 - 08.00	08.00 - 10.00	10.00 - 11.00	11.00 - 12.00	12.00 - 12.30	14.30 - 15.00	19.00 - 19.30	21.00 - 22.00
Strategic		→ 08.30 Daily Comms Meeting	Civil Contingencies Committee(s)	11.30- 12.00 Media Briefing				
Tactical	Birdtable (NDCC)	→ 10.00 National Experts Group		11.00 → Tactical Direction Group	Birdtable (NDCC)	RODs Teleconf.	Birdtable	NDCC Report Circulated
Operational	Birdtable (LDCC)	08.00 – 09.00 Daily Management & Comms meeting			11.30 – 12.00 Media Briefing	RODs Teleconf.	Birdtable	

Note: The Battle Rhythm has been streamlined in order to reduce the number of scheduled meetings at the strategic level and provide adequate time for briefing of senior officials and Ministers whilst retaining the necessary momentum to drive the disease control effort forward. Ad-hoc meetings such as ADPG will be scheduled as required

SECTION 6. PART A - Strategic Level Plan

Background and Scope

5.12. This section relates to the strategic level structures and functions necessary for effective command, control and communications in a disease outbreak. Key documents relating to the strategic level plan have been included as appendices to this section of the plan.

5.13. The decision-making processes at strategic level will focus on defining, reviewing and refining strategies for disease control, communications, disposal, relief and recovery. (See below for Defra Emergency Management Board, ADPG and CCC). The Strategic level will direct the Tactical level and will receive feedback on operational issues from stakeholders and from the operational command in order to inform strategic decisions.

5.14. In the event of a confirmed outbreak of disease, Defra's Emergency Management Board will meet as soon as possible (as detailed below) to ensure a rapid and appropriate response. The Management Board will decide whether the establishment of the Civil Contingencies Committee is necessary. The Permanent Secretary will contact the Government Security and Intelligence Coordinator or the Head of Cabinet Office Civil Contingencies Secretariat to trigger the establishment of a committee.

5.15. As lead department Defra will retain overall responsibility for the control of the outbreak and recovery afterwards. The Civil Contingencies Committee(s) [CCC and CCC (O)] will be responsible for the assessment of the wider impact of the outbreak. The CCC is responsible for reviewing and developing cross-departmental strategies, and in particular accounting for issues affecting the wider UK economy.

5.16. The Animal Disease Policy Group (ADPG) will be established by the CVO (UK). This is the key strategic decision-making body for defining disease control policy. It receives advice from experts in both science and policy and makes recommendations on major policy issues to Ministers. The Devolved Administrations are represented on the APDG in order to facilitate a coordinated approach to GB/UK disease control.

5.17. Defra's Science Advisory Council (SAC) exists to ratify, audit, advise and guide the scientific development of the control strategies that are to be implemented by Defra and its agents. It will also need to consider whether the Science Advisory Panel for Emergency Response (SAPER) should be involved. The mechanisms for activating SAPER require Defra's Permanent Secretary or Chief Scientific Adviser to write to the Security and Intelligence Co-ordinator, or, in his absence the Head of the CCS copied to the Government's Chief Scientific Adviser.

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5.18. Operational Partner and Stakeholders' issues and concerns will be raised at birdtable meetings in both the Joint Coordination Centre (JCC) and Local Disease Control Centres (LDCCs), at formal Stakeholder Forums and in ad-hoc meetings. The Rural Affairs Forums of the Government Offices in the Regions are especially important for gathering information on the impact of the outbreak on rural communities. This information will be collated by CCS assessments staff located in the NDCC. The issues identified will be raised at CCC (O) by Defra representatives and the Civil Contingencies Secretariat

5.19. Tactical issues will be addressed at the daily Tactical Direction Group and by the NDCC and JCC.

5.20. Operational decisions are devolved, in the main, to the LDCC.

The Lead Department Concept

5.21. Defra is the Lead Government Department in managing exotic animal diseases in England. The Scottish Executive Environment and Rural Affairs Department (SEERAD) take the lead in Scotland, whilst the Welsh Assembly Government Environment Planning and Countryside Department (WAG EPC) has responsibility for managing animal health emergencies and their consequences in Wales. The Department of Agriculture and Rural Development (Northern Ireland) (DARDNI) has responsibility for dealing with outbreaks of disease in Northern Ireland. However, the island of Ireland is treated as a distinct epidemiological unit separate to Great Britain.

5.22. The Cabinet Office supports Ministers collectively and the lead Departments in particular. It ensures a co-ordinated Government response to outbreaks of exotic animal disease by ensuring that there is an agreed understanding of the triggers for, and implications of the outbreak, identifying issues requiring collective discussion and agreement by Ministers, and recording, promulgating and following up agreed actions.

Civil Contingencies Committee(s)

5.23. The Civil Contingencies Committee(s) will bring together relevant Ministers and senior officials from the main organisations involved (including No.10). The Committee will take decisions that are for Government, and through the Ministers of Defra and the devolved administrations will provide strategic direction for the outbreak response as required.

5.24. Membership of CCC will be kept under review in the light of developments, but subject to the views of the Chairman, the following departments and organisations should be represented (normally at ministerial or senior official level): Defra, Department of Health (DOH), Health Protection Agency (HPA), Home Office (HO), Her Majesty's Treasury (HMT), Department for Transport (DfT), Foreign and Commonwealth Office (FCO), Department of Trade and Industry Office of Science and Technology (DTI OST), Department for Culture, Media and Sport (DCMS), Cabinet Office (CO), No. 10, Health and Safety Executive (HSE), Food Standards Agency (FSA), Office of the

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Deputy Prime Minister Regional Resilience Division (ODPM RRD), Treasury Solicitors, News Co-ordination Centre (NCC), Association of Chief Police Officers (ACPO), the Devolved Administrations.

5.25. The Devolved Administrations are precluded under the devolution settlement from formal membership of UK Cabinet Committees. Subject to the views of the Chairman, and those of the Secretaries of State for Scotland, Wales, and Northern Ireland, the devolved administrations will be invited to attend meetings of CCC at ministerial level and CCC (O) at official level. A video link will be made available where possible to minimise the travelling requirement.

5.26. Meetings of the CCC and CCC (O) will usually take place in the Cabinet Office Briefing Room (COBR). In line with the lead department principle, CCC will be chaired by a Defra Minister, subject to the agreement of the Home Secretary. The Cabinet Office or Defra will chair meetings of officials in COBR. The Government Security and Intelligence Co-ordinator or the Head of CCS will chair meetings of CCC (O). In the first few days of an outbreak meetings are likely to be frequent, probably daily. However, as the outbreak progresses CCC (O) is likely to continue to meet daily but CCC will meet less frequently, mainly determined by emerging issues requiring strategic and collective decisions. CCS will act as the secretariat to CCC and CCC (O).

5.27. After each meeting of CCC (or CCC (O) if CCC does not meet), the Cabinet Office will prepare a note for the head of CCS to send to the CCC Chairman copied to the Prime Minister and members of CCC and CCC (O) summarising the key points to emerge, work commissioned/decisions taken, and any issues on which strategic guidance is required. Papers for meetings will be commissioned by CCS from Departments.

Consequence Management

5.28. Consequence management issues arising for other Government Departments from an animal disease outbreak are anticipated to emerge over a slower timeframe than in other situations are likely to continue for some months. The NDCC in Defra's HQ will deal with many emerging operational issues and as a result, a consequence management co-ordination centre based in the Cabinet Office is not expected to be necessary, although this will be kept under review. In the event of a co-ordination centre being necessary, the main departments will provide representatives during the normal working day. If necessary, teleconferencing and a video link will be available for the devolved administrations.

5.29. 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.

5.30. The Devolved Administrations will assume responsibility for management of the disease in their areas and for co-ordinating support on wider impact management and recovery issues. They will activate their own co-ordination arrangements as appropriate.

Regional Resilience Arrangements

5.31. The regional civil protection tier under the co-ordination of the Regional Resilience Teams in Government Offices for the Regions (GO's), including (as necessary) the Regional Civil Contingencies Committee (RCCC), will activate following discussion with Defra's Regional Operations Director(s) or as requested by CCC to support local co-ordination, the identification and tasking of resources, and to communicate with the centre. (See the Cabinet Office publication *Emergency Response and Recovery* (<http://www.ukresilience.info/home.htm>) for further details of the regional tier.)

5.32. On confirmation of a case of disease in the UK, it is likely that a meeting of the RCCC will be called in each English region. The purpose of these meetings will be to ensure that local responders (e.g. local authorities and emergency services) are fully aware of the occurrence of the disease, the potential for spread and the potential wider consequences for the community. The meeting will also ensure that local responders are familiar with Defra's contingency plan and that they are ready to support Central Government in the implementation of the plan. (These RCCC meetings will be Level 1 meetings, as described in *Emergency Response and Recovery*.)

5.33. Further meetings of RCCCs might be necessary if the disease control effort causes wider impacts in the community (e.g. disruption to sporting events, the use of landfill sites for carcase disposal, etc.).

Communications

5.34. Central government will be responsible for the national communications strategy. The Government Communications Network (GCN) will establish a combined press and communication News Coordination Centre (NCC) in Defra HQ or Cabinet Office working closely with the Defra Press Office. This will provide a 24-hour news monitoring and response capability, will co-ordinate bids and public communication and ensure that the press team are kept up to date with reports from the Regions. It will work closely with CCS and Defra staff. Information officers from the relevant Departments and agencies will be attached to the NCC for the duration of the outbreak. All media enquiries and requests for Ministerial appearances will be directed to the NCC, which will also generate a rolling brief for Ministers and a media summary for CCC meetings.

5.35. CCC meetings will need good quality information on the management and impact of the outbreak and the effectiveness of the response if they are to identify and address shortcomings in contingency arrangements (particularly interdepartmental issues), ensure effective co-ordination at all levels and

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forward planning, resolve bottlenecks, and ensure that the Government's public information strategy is delivered effectively with consistent lines-to-take. A daily NDCC report will be circulated overnight to Ministers, CCC (O) members and key staff. The JCC and CCS have responsibility for collating and interpreting information on both the control of the outbreak and consequence management issues within this report. Other Government Departments will be required to provide relevant information on their areas of responsibility for inclusion in the daily report. CCS staff will be present in the JCC Management Information Cell to facilitate this. NCC will provide a daily summary of the press reaction.

Strategic Aims and Objectives of Disease Control

Aim: In the event of a Confirmed Case of FMD, AI, ND or CSF.

To rapidly establish a command structure which enables a cross-departmental response and which gives clear strategic direction to the control effort.

Objectives: Strategic Group (Defra Emergency Management Board and CCC)

- Gives clear strategic instructions and direction to the tactical level, in particular clarifying the key priorities for action, (Tactical Direction Group, daily communications meetings and NDCC).
- *NB: It is expected in the early days of an outbreak that the control strategies laid out in this plan will be adhered to and therefore minimal strategic direction will be required at this stage. However, strategists will be required to consider the impact of control policies in the face of the emerging disease picture and to suggest policy modifications as necessary.*
- Provides initial strategy for direction of communications, within Defra and in liaison with GCN across wider Government and externally to the public.
- Defra Emergency Management Board will trigger the establishment of the CCC.
- Members of Defra Emergency Management Board are the principal advisors to Defra Secretary of State, Number 10 and the CCC.
- Defra Emergency Management Board must ensure Defra's business continuity arrangements, in particular the impact on departmental business as a result of the reallocation of staff to the control effort.
- Defra Management Board must review departmental business priorities, make recommendations to Ministers and give guidance on the reallocation of resources. This must be clearly communicated to managers and staff in the Department.
- Defra's Permanent Secretary is responsible, 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.

Role of CVO and Chief Executive SVS

The CVO will retain the peacetime role of animal disease risk and policy owner, developing policy through the Animal Disease Policy Group (ADPG) with input from the Science Advisory Council (SAC). The CVO will advise Ministers and lead in CCC (O) on animal disease control policy as well as being the main spokesman on policy for the media.

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The Chief Executive SVS has overall responsibility for operations (supported by the Director JCC, Director of Operations and a Finance Director) through the NDCC and JCC and for the direction and management of the disease control operation through the LDCCs. This will include not only the control and eradication of disease, but also the wider operation including finance, personnel and management issues. The CE SVS (Chief Executive State Veterinary Service) is also responsible for briefing Ministers and leading in CCC(O) on operations.

There is a single line of accountability from the CVO to the CE SVS. This provides assurance that the risk for which the CVO is accountable is being effectively managed and that there is a match between policy and delivery. Defra's Permanent Secretary and CCC (O) also have direct links to the CE SVS.

Ministers, the CVO and Chief Scientific Advisor will decide who will brief the media on a daily basis but, where possible, operational issues will be addressed in the region where they arise by the Regional Operational Directors supported by the DVM and DOM. These officials will be kept up-to-date on national policy and operational issues.

The CVO will contribute to the development of operational strategy and tactics and may seek direct assurance from the CE SVS on the management of the operation. However the CVO's input will be limited to strategic planning - setting objectives - and not include tactical management of delivery.

The CE SVS is responsible for all operational disease control staff, including those drafted in from the Defra family, other government departments and agencies,. The balance and precise focus of this role will depend on the size, nature and stage of the outbreak. In a relatively minor outbreak it may be appropriate for the CE SVS to pass responsibility for disease control to one of the senior managers in the SVS. In a major outbreak it may be appropriate for the Defra Permanent Secretary to strengthen the operational capacity by appointing a Director either from within Defra or another department to assist the CE SVS with a focus on resource and finance management. This additional administrative support will allow the CE SVS to fulfil the outward facing element of the role more effectively while also ensuring the operation was fully planned and led and able to provide good feedback of management information to inform policy development.

Defra Roles at Strategic Level

NB It is vitally important that the people identified below appoint Deputies as soon as possible after confirmation of disease.

Permanent Secretary – Defra Strategic Commander

- Responsibility for all strategic decisions taken within Defra.
- Responsible for triggering the establishment of the CCC by contacting the Government Security and Intelligence Coordinator (or direct to Head of CCS).
- As Chair of the Emergency Management Board establish Departmental priorities, achieve clarity of impact on other Departmental business and give clear leadership.
- As Departmental Accounting Officer, and in liaison with the Director of Finance, ensure that appropriate financial and audit procedures are in place.
- Take an outward-facing role to engage Number 10 and other Permanent Secretaries, particularly Cabinet Office regarding the CCS and HM Treasury. Issues likely to be: augmenting staff resources from OGD pool, communication with OGD partners and Ministers, response to Environment Food and Rural Affairs (EFRA) and Public Accounts Select Committees.
- Horizon scan for wider governmental issues.
- Attend morning JCC Birdtable (07.30).
- Attend CCC (O) (10.00)
- When necessary, attend daily Communications Meeting (08.00 - 08.30) and ensure that the Secretary of State, Ministers and Number 10 are being regularly briefed.
- Chair first Emergency Management Board on confirmation of disease ensuring the meeting focuses on strategic outcomes. Subsequent meetings will deal with departmental business continuity issues only.
- Ensure that notification of a confirmed outbreak is cascaded down to Heads of Division level within the appropriate Directorates General without delay and that those HODs with key roles to play (e.g. Heads of Professions) understand their roles and the need for a rapid reaction to support the control effort.
- Appoint deputies

Chief Veterinary Officer

The Chief Veterinary Officer is responsible for providing science and evidence based advice to Ministers in the areas of animal health and welfare. As some animal diseases are communicable to man and may have implications for the

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food chain she also gives advice to ministers on these aspects of public health.

In any outbreak of animal disease she plays a pivotal role in analysing the outbreak and advising Ministers on the strategic measures necessary to bring the disease under control.

Legally she is responsible for confirming whether or not a notifiable animal disease exists in the country. Internationally, she represents the UK in animal health and welfare matters within the European Community and worldwide.

Responsible for confirmation of disease outbreak

- Establish and Chair Animal Disease Policy Group to develop/refine disease control policies (see appendix 1 of the strategic level plan for further details).
- Ensure that notification of a confirmed outbreak is cascaded down to key staff as outlined in the Tactical Section of this plan, and also to Heads of Division level within the Directorate General without delay and that those staff with key roles to play understand the need for a rapid reaction to support the control effort.
- Attend morning JCC Birdtable (07.30) (*optional*).
- Attend daily Communications Meeting (08.00 - 08.30).
- Attend CCC (O) (10.00).
- Brief media (11.30).
- Attend Stakeholders Group (once per week) *or send deputy*.
- Appoint deputies.

Chief Executive State Veterinary Service

- Tactical Commander, overall responsibility for operations
- Engage Defra Directors General and Other Government Departments (particular responsibility for engaging with Civil Contingencies Secretariat and exploring Armed Forces support), Issues likely to be: Augmentation of Defra staff from OGD pool and elsewhere, calling in the Armed Forces (in liaison with MOD Home & Special Forces Secretariat - see contact list at Volume 1: Generic Plan, Annex B).
- Ensure Local Authority engagement through Local Government Association and LACORS.
- Strategic Liaison with Government Offices in the Regions.
- Horizon scan for strategic issues.
- Attend morning JCC Birdtable (07.30).
- Attend CCC (O) (10.00)

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- Chair daily Tactical Direction Group (11.00), ensuring the meeting focuses on delivery of tactical outcomes from the strategic direction received from CCC and that clear instruction/guidance is given to the JCC and operational partners.
- Appoint deputies.
- Appoint Operations Director and Finance Manager.
- Appoint Head of Finance in NDCC and agree appointment of Finance Managers to LDCC(s).

Defra Chief Scientist

- Call Science Advisory Council Epidemic Diseases Sub Group to provide independent science advice for the development of strategies at Animal Disease Policy Group and Civil Contingencies Committee
- Horizon scan for strategic issues.
- Ensure that notification of a confirmed outbreak is cascaded down to Heads of Division level within the Directorate General without delay and that those staff with key roles to play understand the need for a rapid reaction to support the control effort.
- Attend morning JCC Birdtable (07.30). *optional*
- Attend Civil Contingencies Committee (CCC(O)) (10.00).
- Possible media briefing(11.30).
- Attend Stakeholder Group (once per week) *or send deputy*.
- Appoint deputies.

Director General Natural Resources and Rural Affairs

- Ensure that notification of a confirmed outbreak is cascaded down to Heads of Division level within the Directorate General without delay and that those staff with key roles to play understand the need for a rapid reaction to support the control effort.
- Horizon scan for strategic issues.
- Establish and Chair Rural Stress Advisory Group.
- Establish and Chair Rural Issues Group to horizon scan and inform development of strategies at ADPG and CCC.
- Review procedures for information gathering from rural stakeholders with the aim to ensure close stakeholder liaison and adequate feedback to CCC.
- Attend morning JCC Birdtable (07.30). *optional*
- Attend CCC (O) when required (11.00).
- Attend regular stakeholder meeting.
- Appoint deputies.

Defra Chief Operating Officer

- Ensure that notification of a confirmed outbreak is cascaded down to Heads of Division level within the Directorate General without delay and that those staff with key roles to play understand the need for a rapid reaction to support the control effort.
- Horizon scan for strategic issues.
- Review/ implement procedures for rapid augmentation of corporate resources and ensure close stakeholder liaison and comprehensive feedback to CCC.
- Attend morning JCC Birdtable (*optional*)
- Attend CCC (O) if required
- Appoint deputies

Other Director Generals

- Ensure that notification of a confined outbreak is cascaded down to Heads of Division level within the Directorate General without delay and that those staff with key roles to play (e.g. Heads of Divisions) understand the need for a rapid reaction to support the control effort.
- Appoint deputies.
- N.B. Attendance at 07.30 JCC Birdtable is recommended for briefing.

Director of Joint Coordination Centre (*Joint Deputy Tactical Commander*).

- Establish the JCC and lead on non-veterinary operations.
- appoint deputies
- appoint Head of JCC.
- ensure that contingency arrangements are enacted
- Direct the RODs and LDCC in controlling and eradicating the disease.
- Attend JCC Birdtables (especially 07.30 for briefing).
- Attend daily Communications meeting (08.00 - 08.30).
- Attend and brief daily Tactical Direction Group when necessary (11.00)
- Chair daily conference call with RODs (14.00)
- Horizon scan for tactical issues.
- Deputise for CE SVS at Stakeholder Group when necessary
- Responsible for Health and Safety issues in all disease control and clear-up operations.

**Director of Operations, State Veterinary Service
(Deputy Tactical Commander).**

- Establish the Veterinary Operations Team and lead on veterinary operations
- appoint deputies
- appoint Head of Disease Reporting Team
- ensure that contingency arrangements are enacted
- Direct the DVMs and veterinary field staff
- Attend JCC Birdtables (especially 07.30 for briefing).
- Attend daily Communications meeting (08.00 - 08.30).
- Attend and brief daily Tactical Direction Group when necessary (11.00)
- Horizon scan for tactical issues.
- Deputise for CE SVS at Stakeholder Group when necessary
- Responsible for Health and Safety issues in disease control operations

Deputy Chief Veterinary Officer

- Appoint deputies
- Makes recommendations to Animal Disease Policy Group.
- Establish and Chair National Experts Group
- Responsible for European Union SCOFCAH other MS and OIE liaison.
- Deputise for CVO at Tactical Direction Group, and at the Civil Contingencies Committee (CCC) (10.00) and Animal/Poultry Disease Policy Group.
- Attend JCC Birdtables (where possible, but especially 07.30 for briefing).
- Horizon scan for tactical issues.
- Attend Stakeholder Group (once per week) *or send deputy*.

Director Animal Health

- Responsible for liaison with industry and other stakeholders on policy development.
- Responsible for liaison with Devolved administrations.
- Deputise for CVO at Defra Tactical Direction Group, and at the Animal Disease Policy Group (ADPG).
- Attend JCC Birdtables (where possible, but especially 07.30 for briefing).

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- Horizon scan for strategic issues and shape of future policy
- Attend Stakeholder Group (once per week) *or send deputy.*
- Appoint deputies.

Director Legal Services A

- Provide Legal advice to the ADPG and CCC.
- Ensure that notification of a confirmed outbreak is cascaded down to Heads of Division level within the Directorate General without delay and that those staff with key roles to play understand the need for a rapid reaction to support the control effort.
- Ensure that there are sufficient legal staff to meet emerging needs.
- Ensure that there is a lawyer posted (on a rota basis) to the NDCC at its inception.
- Horizon scan for strategic issues.
- Attend morning JCC Birdtable (07.30). *optional*
- Attend daily Tactical Direction Group (11.00).
- DG Legal Services to attend Civil Contingencies Committee (O) (10.00) if necessary.
- Appoint deputies

Director of Communications

- Advise Minister and CVO.
- Organise and chair teleconference upon notification of initial case of suspect/confirmed disease.
- Establish national communications hub in JCC and working with RODs/DVMs set up regional/divisional communications presence in local disease control centres (LDCC).
- Engage with GCN (and GNN).
- Horizon scan for strategic and tactical communications issues.
- Ensure that internal communications actions are taken to keep all Defra staff informed.
- Establish appropriate media briefing at national and local levels.
- Attend JCC Birdtables (where possible, but especially 07.30 for briefing).
- Chair daily Communications meeting (08.00-08.30).
- Attend CCC(O) (10.00).
- Attend and brief Tactical Direction Group (11.00) *or send deputy.*
- Arrange Media briefing when necessary, (11.30)

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- Attend Stakeholder Group (once per week) *or send deputy*.
- Review communications protocols on a regular basis.
- Appoint deputies.

SVS Finance Director

- Responsible for all aspects of finance related to disease control operations and on-farm remediation work.
- Liaise with Defra Finance Director, HM Treasury and National Audit Office.
- Submit a regular Finance Report to the Defra Management Board [and Civil Contingencies Committee].
- Attend morning JCC Birdtable (07.30).
- Horizon scan for strategic and tactical issues.
- Appoint deputies.
- Together with policy division, inform and liaise with European Commission auditors.

Other Directors (as necessary)

- Attend morning JCC Birdtable (07.30) *optional*
- Brief Directors General for the CCC (10.00) if required.
- Appoint deputies

Economists and Statisticians

- provide economic analyses, assessments and studies of the disease control/prevention policy options;
- both economists and statisticians to work on the evidence base underpinning policy development regarding the AH crisis;
- statisticians embedded in NDCC at its inception as part of the Statistics & Management Information Cell: a) to provide daily Situation Reports; b) analysis and cumulative summaries of more detailed statistics;
- general briefing on economics;
- interface with economists/statisticians in Devolved Administrations and other government departments (e.g. HM Treasury, Department of Health) and NGOs such as the Meat & Livestock Commission;
- economist representation on working groups etc dealing with specific issues (e.g. vaccination);

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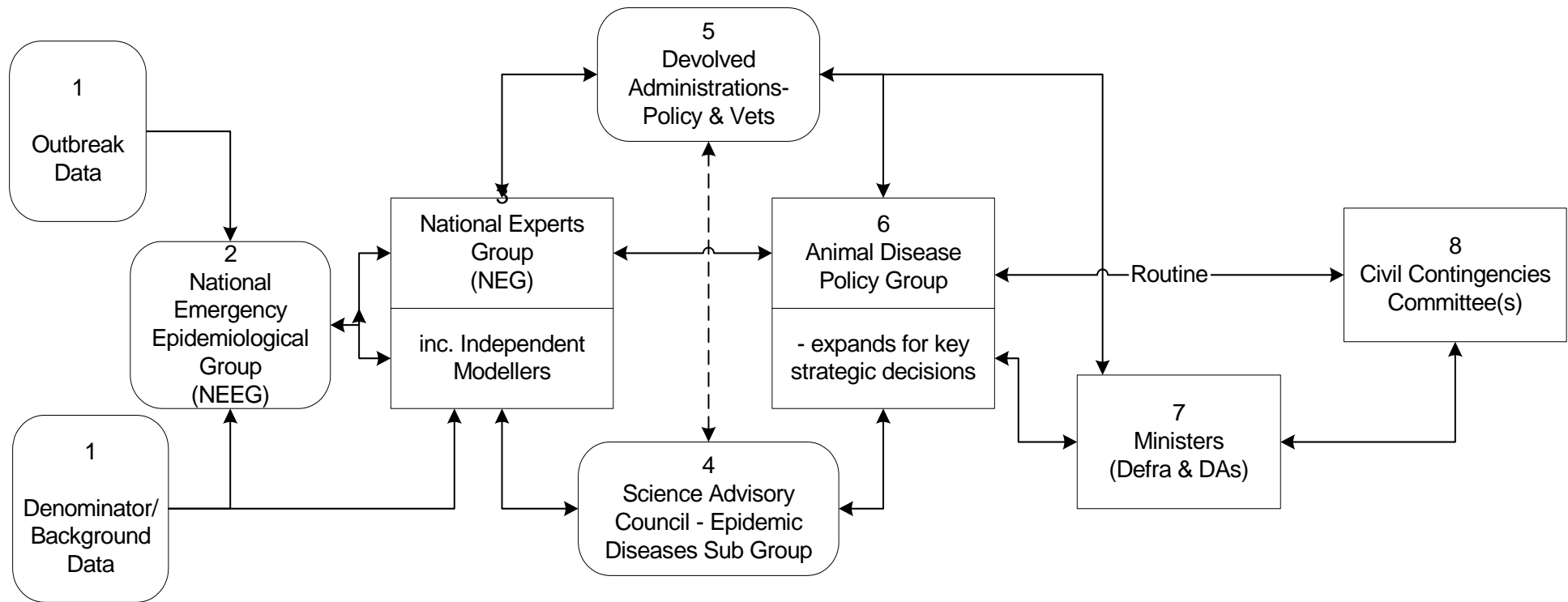
- economists commissioning and managing external researchers/consultants on special projects such as modelling the disease;
- economists and statisticians liaise with other departmental professionals (epidemiologists, veterinarians etc) to provide multi-disciplinary approach to policy assessment; ensure that extra economists and statisticians from within the department are mobilised for the emergency.

Battle Rhythm – Strategic Level

Time	Event	Location	Attendees
0800 – 0830	Daily Communications Meeting	Conference Room LG20 Page Street	Minister, No.10, CVO, CE SVS, DG NRRA, CSA, Dir: Defra Comms (Chair),
Ad-hoc	Animal Disease Policy Group	Conference Room LG20 Page Street	CVO (Chair), membership as detailed elsewhere
1000 – 1100	Civil Contingencies Committee (s)	Cabinet Office Briefing Room (COBR)	Chair: Cabinet Office CCS or Defra Minister
1130 - 1200	Media Briefing	Nobel House	Defra Minister, CVO, Defra CSA, CE SVS

5.36. The following appendices form part of the Strategic Level Plan and provide details of the policy making procedures, role of science and independent modellers. The appendices also provide details of the objectives, participants and timings of the various groups that meet on a regular basis to discuss and agree strategic issues. Where appropriate agendas and templates are also included.

Inter-Relationships between Policy and Strategy Groups – APPENDIX 1 OF STRATEGIC PLAN



A narrative description of the process map follows:

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Box 1 – Data.

This is split into two boxes to represent (i) the background or 'denominator' data that are available to both the National Emergency Epidemiology Group (NEEG) and the modellers and (ii) the outbreak specific data that is processed by NEEG before it is passed to the modellers. The majority of data are routed through the NEEG before they are shared with the epidemic modellers.

Box 2 – NEEG

The NEEG is responsible for:

- assessing the available independent models and their output and for making recommendations to the National Experts Group;
- epidemiological analysis of outbreak data,
- provision of data to the independent modellers
- advice to the National Experts Group

Box 3 – National Experts Group

The membership of the National Experts Group is outlined in the FMD Directive and a similar structure will be set up for the other diseases. It includes a balance of epidemiologists, veterinary scientists and virologists. It is clear that there are significant benefits from the close association of the epidemic modellers to the Expert Group. This greatly facilitates communication and an integrated approach to policy development and thereby reduces the risk of misinterpretation of policies and the models' output. The modellers retain their independence and share their conclusions with the Science Advisory Council Epidemic Diseases Sub Group.

The Experts Group is likely to meet daily and is responsible for providing tactical advice and recommendations on the disease and its control to the ADPG. It also shares this advice with policy colleagues in the Devolved Administrations and the independent scientists in the Science Advisory Council Epidemic Diseases Sub Group. The Devolved Administrations will be invited to provide veterinary representation at the Group.

The Experts Group is also responsible for commissioning additional analytical work if existing models do not provide a sufficient understanding of the epidemic.

The membership of the EG will include:

- The Deputy CVO (chair)
- Head of the NEEG
- SVS Epidemiologists

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- Head of the FMD laboratory IAH Pirbright, augmented by appropriate experts from the National FMD Reference Laboratory (IAH, Pirbright) in virology, diagnostics, phylogenetics, vaccinology, epidemiology and pathogenesis.
- Additional supporting appropriate expert attendance from VLA e.g. serology.
- 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)

Box 4 - Science Advisory Council Epidemic Diseases Sub Group (SAC)

This is a group of independent scientists who receive the output from the modellers and also the policy recommendations from the Experts Group. They have a challenge function and advise Defra's Chief Scientific Adviser (CSA). They are likely to meet on an ad-hoc basis but are copied into the Expert Group deliberations and modellers output daily. The modellers will liaise independently with the SAC and particularly if there is a conflict between modelling output and the Expert Group's policy recommendations. The CSA will provide regular briefing and feedback to SAPER.

Box 5 – Devolved Administrations

Policy and veterinary colleagues in the Devolved Administrations receive the policy recommendations and advice from the Experts Group prior to their attendance at the ADPG. They are copied into the output of the SAC and seek to ensure that the SAC understands the devolved policy position.

Box 6 – Animal Disease Policy Group (ADPG)

This is the key strategic decision-making body. It takes expert advice from the National Experts Group, decides on control strategies and makes recommendations on major policy issues to Defra Ministers. Its decisions are shared with the Science Advisory Council Epidemic Diseases Sub Group who will independently review the scientific basis of the decisions and if necessary, challenge the ADPG recommendations. The presence of Defra's Chief Scientific Adviser in the Group provides a clear link to SAC. *The Group is unlikely to meet on a daily basis.*

The Group includes representatives of the Devolved Administrations to ensure that their policy positions are fully understood and to facilitate a co-ordinated approach to GB/UK disease control.

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The Group communicates directly with the CCC (O) on routine matters. However, significant policy/strategy decisions put to CCC/CCC(O) need to be considered and agreed at Defra Board level before they are communicated further. Therefore, for significant issues such as the use of emergency vaccination, the Group's membership will expand to include the Permanent Secretary and other Directors General in order to review the proposed strategic options from a wider departmental perspective (including potential rural impact) and to provide reassurance to Ministers that this has happened. If appropriate a recommendation will then be referred to Ministers for a decision.

The membership of ADPG for *routine issues* during a disease outbreak is as follows:

Defra CVO (Chair)
Defra DCVO
OST representative
Defra Chief Scientific Adviser
Director Animal Health & Welfare
Director Sustainable Agriculture and Livestock Products
NEEG representative
Director Contingency Planning SVS
Head of Legal A2 Division
Communications Directorate representative
SEERAD
WAG
DARDNI
Cabinet Office CCS
Secretariat: EDPC Division

Heads of Divisions would provide briefing as required (EDPCD, VEROD, AWD, VAWD, LSD, LPD, etc)

Briefing and output should be copied to Directors of:

- Environment Quality and Waste
- Wildlife, Countryside and Land Use
- Rural Policy

For *significant issues* the group membership will expand to include the following (N.B. it is expected that Directors General will replace their Directors at this point):

- Permanent Secretary
- other Directors General
- Directors of Finance, Communications and Corporate Services
- Chief Executive SVS

In this instance, the Group's role is entirely distinct from the Defra Management Board, which will focus on the Business Continuity issues

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of the outbreak, the impact on the Department's business and the provision of resources to manage the outbreak.

N.B. The ADPG operates in peacetime (White/Black alert) and its composition may be different.

Box 7 – Ministers (Defra and DAs)

Major changes to disease control policy or the implementation of emergency vaccination will require the agreement of Ministers. Recommendations on such issues will be passed to Ministers after deliberation at the ADPG. If the subsequent decision has implications for GB/UK as a whole, Ministers from the Devolved Administrations must be involved in the discussions, their policy standpoint established and a collective agreement on a policy framework reached before the meeting of CCC.

Box 8 – Civil Contingencies Committees [CCC/CCC(O)]

The CCC(s) role is to assure collective Government responsibility for strategic decision-making.

The *Civil Contingencies Committee (Officials)* brings together, at senior official level, Government Departments that are affected by or have a direct interest in the disease outbreak. The Committee meets on a regular basis (initially daily) and is a forum for:

- reviewing strategies in a wider Government context,
- dealing with operational strategy issues affecting other Government Departments,
- providing strategic direction for the consequence management issues arising from the outbreak,

Defra Officials attending are:

Permanent Secretary

Chief Veterinary Officer

Chief Executive, State Veterinary Service

Chief Scientific Adviser

Other Defra Directors General may also attend if required.

The CCC is a meeting of Government Ministers. In the context of an animal disease outbreak, its role is to provide a strategic review of the whole government response. It is unlikely to meet more frequently than once a week, although it could be summoned to meet at short notice if necessary.

Defra is the lead Government Department for animal disease outbreaks and is responsible for taking decisions on disease control strategy. However, whilst CCC is not expected to take decisions on disease

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control strategy it provides an assurance process for decisions taken by Defra. In order to assist this process, members of the CCC will be provided with comprehensive briefing on the likely strategic issues as soon as an outbreak is confirmed.

Key Strategic Structures and Roles – APPENDIX 2 OF STRATEGIC PLAN

Title	Defra Emergency Management Board
Purpose	The initial strategic decision-making body in Defra
Meets	Meets as soon as possible after <u>initial confirmation</u> of disease (and then as necessary) in Room 613, 9 Millbank, London
Activation criteria	As soon as possible after <u>initial confirmation</u> of disease the CVO (or representative) will notify the Permanent Secretary and agree the establishment and timing of the Emergency Management Board and commence the process of the establishing the CCC. Thereafter the Permanent Secretary's office will notify Management Board members as soon as practically possible. Timing: As soon as possible after confirmation of disease
Reports to	- Secretary of State and Defra Ministers - Reports forward to the CCC.
Directs	Defra Tactical Direction Group
Core Membership	[Minister], Permanent Secretary (Chair), All Defra Directors General, EA, Chief Executive SVS, Directors:, CD, Finance, <i>[N.B. A minimum of CE SVS, CVO, CSA, Directors: Legal Services A (or DGLS) & CD (or their deputies) is necessary]</i>
Other Members	Other Defra Directors (as invited)
Information received from	Initially verbal reports. Thereafter and for business continuity issues only: NDCC daily report, ADPG, Rural Issues Group, CCC, Tactical Direction Group, Finance Report (from Director of Finance)
Tools	(Template for meeting provided below), Decision Tree for Control Strategies,
Objectives	-To take initial strategic command and control responsibility prior to the establishment of the CCC(s) -To trigger the establishment of CCC - Liaise with Cabinet Office on input to the CCC(s) (and decide who should Chair) - Agree initial strategies for disease control and their application, taking into account the impact of these on the rural economy, environment and communities. - Once CCC is established, to meet regularly to deal on departmental business continuity issues - Horizon scanning for future scenarios that may have an impact on strategies
Output	- Emergency Management Board Report, (notes of initial decisions on strategies, including background information) - Requests for additional briefing,
Secretariat	Defra Permanent Secretary's Office

Defra Emergency Management Board Meeting – APPENDIX 3 OF STRATEGIC PLAN

Agenda

Chair: Permanent Secretary (or nominee)

Membership: [Minister], All Directors General, Chief Executive SVS, Environment Agency, Directors: Communications, Finance.

[N.B. A minimum of Chief Executive SVS, CVO, CSA, Directors: Legal Services A (or DGLS) & CD (or their deputies)]

1. Disease and Epidemiology - current situation and possible impact on human health.
2. Action taken and its implications.
3. Operational Organisation - current situation; move to CCC.
4. Proposals for future action (including communications internal and external).
5. Parliamentary/Devolved Administration Issues.
6. EU/International Issues.
7. Media/Communications Issues.
8. Business continuity
9. AOB.
10. Date/Time of Next Meeting.

Template for First Report to Defra Emergency Management Board Meeting – APPENDIX 4 OF STRATEGIC PLAN

(see also Notification Proforma NDI 1)

Issue: Outbreak of Animal Disease confirmed at:- date, time

Facts: -

Disease signs:
(use layman's terms)

Samples taken to lab on (time and day):

(Diagnosis on basis of clinical signs or Lab test):

Name of Proprietor/Owner/Keepers:
Address:

Animal Health Divisional Office dealing:
Name of DVM;

Summary of the case (including IPs and DCs, number of animals/birds affected, slaughtered and awaiting slaughter):

Epidemiological Report:

Progress on Implementation of the Contingency Plan, issues identified and resources required.

General Summary

Specific issues:

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Human Health issues

Vaccination

Communications and Media

Human Resources – vets, technicians and admin

Armed Forces

Finance

Procurement

Disposal

Devolved Administrations

Engagement with Operational Partners

Surveillance

Daily Communications Meeting – Appendix 5 of Strategic Plan

Title	Daily Communications Meeting
Purpose	A daily forum for identifying and agreeing key points to make for communications (internal & external) and media brief.
Meets	0800 - 0830 daily after initial confirmation of disease in Room LG20, 1A Page Street, London
Activation criteria	<p>As soon as possible after <u>initial confirmation</u> of disease the CVO (or representative) will notify the Permanent Secretary and agree the establishment and timing of an emergency Management Board meeting. Thereafter the Director of Communications will notify the relevant senior officials (listed below) as soon as practically possible and agree their attendance at the Communications Meeting.</p> <p>Timing: 0800 – 0830 (brief taken from 07.30 JCC Birdtable and NDCC report)</p>
Reports to	CCC, Tactical Direction Group, Defra Directorates involved with control effort
Directs	N/A
Core Membership	Director Communications (Chair), Chief Executive SVS, [Permanent Secretary], Minister(s), CVO, Number 10,
Other Members	Other Defra DGs / Directors (as necessary and invited through Chair)
Information received from	JCC Birdtables, NDCC daily report, Tactical Direction Group, Stakeholder meetings
Tools	early Press Cuts, NDCC daily report
Objectives	<ul style="list-style-type: none"> - Share information between key strategists - Identify and agree the key messages, points to make and issues of the day - agree appropriate media handling
Output	<ul style="list-style-type: none"> - Media handling position for 08.30 No10 News briefing and 11.30 media briefing, - Verbal report of major issues and key messages for CCC - Requests for additional briefing,
Secretariat	Communications Directorate Strategic Comms Unit

**Civil Contingencies Committee (Officials) CCC(O) –
APPENDIX 6 OF STRATEGIC PLAN**

Title	<i>Civil Contingencies Committee (Officials) CCC(O)</i>
Purpose	The forum for Officials to review strategies in a wider Government context and for dealing with operational strategy issues that affect other Government Departments
Meets	10.00 daily in COBR
Activation criteria	As soon as possible after <u>initial confirmation</u> of disease the CVO (or representative) will notify the Permanent Secretary. The Permanent Secretary will then notify the Government Security and Intelligence Co-ordinator or the Head of Cabinet Office CCS and thereby trigger establishment of CCC. Timing: 10.00 – 11.00 (subject to CCS Sec confirmation)
Directs	- Other Government Departments - Tactical Direction Group
Core Membership	Chair: Cabinet Office; Secretariat: CCS DEFRA (Permanent Secretary, CVO, CSA, CE SVS), SEERAD, WAG, Number 10, Cabinet Office (CCS), ODPM RCU, EA, MOD, Home Office (& ACPO), FCO, DWP, DoH (& HPA), DCMS, DfT, HMT, FSA, OST,
Other Members	As appropriate
Information received from	CCS Situation Report (drawing on NDCC Daily Report and other sources) and NCC Comms report.
Tools	N/A
Objectives	- Consider and reach collective agreement on issues raised - Escalate issues to CCC for collective decision if necessary <u>This a forum for strategic discussion</u> – detailed operational issues should be raised through representation at NDCC.
Output	- Minutes of meeting - Action Points to Defra Tactical Direction Group and OGDs - Requests for additional briefing and assessments
Secretariat	Cabinet Office CCS

Civil Contingencies Committee CCC – APPENDIX 7 OF STRATEGIC PLAN

Title	Civil Contingencies Committee CCC
Purpose	The 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
Meets	10.00 (when necessary) in COBR
Activation criteria	Called by Cabinet Office CCS in response to Defra Permanent Secretary notification of disease outbreak (CCS confirmation)
Directs	<ul style="list-style-type: none"> - Government Departments - Defra Tactical Direction Group - NDCC - News Coordination Centre
Core Membership	Chair: Defra Minister; Secretariat: CCS Defra, Scotland, Wales, Number 10, Cabinet Office, ODPM, MOD, Home Office, FCO, DWP, DoH, DCMS, DfT, HMT, FSA, DTI OST,
Other Members	As appropriate
Information received from	NDCC Situation Report and NCC Comms report.
Tools	N/A
Objectives	<ul style="list-style-type: none"> - Consider and develop strategies and operational policies where wider government commitment is required. Receives CCC(O) position on strategic issues for consideration of wider implications; in particular strategies for relief and recovery - Consider representations from Stakeholder Meetings when developing strategies - Report back to CCC(O) members <p><u>This a forum for strategic discussion</u> – detailed operational issues should be raised through representation at NDCC</p>
Output	<ul style="list-style-type: none"> - Committee Report of key decisions and actions required - Requests for additional briefing and assessments
Secretariat	Cabinet Office CCS

Agenda – Appendix 8 of Strategic Plan

**CIVIL CONTINGENCIES COMMITTEE/CCC(O)
(Chaired by Defra Minister/Government Security and
Intelligence Co-ordinator)**

Meetings in COBR at 10.00

Agenda

- 1. Actions arising from last meeting**
- 2. Situation Report**
- 3. Likely development of the outbreak**
- 4. Government's management of response: issues for decision
(including resourcing issues)**
- 5. Wider impacts: issues for decision**
- 6. Public information and media handling**
- 7. Actions arising**

Science Advisory Council – APPENDIX 9 OF STRATEGIC PLAN

Title	Science Advisory Council
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
Meets	As necessary (and initially <u>after</u> the Defra Emergency Management Board)
Activation criteria	As soon as the CSA is informed of confirmation of the disease he will alert Science Advisory Council members. Timing: Science Advisory Council will meet after the first Defra Emergency Management Board. Time: to be agreed
Reports to	Civil Contingencies Committee
Core Membership	Defra Chief Scientific Adviser, Members of the Science Advisory Council Epidemic Diseases Sub-Group augmented by experts from their emergency stand-by list (including EU experts who may be accessed through protected internet link).
Other Members	CVO's representative, Science Directorate Officials, and representatives from MoD, OST, CCS, FSA, EA, DoH & HPA, SEERAD, DARDNI, WAGEPC as appropriate. Other technical experts, including those with relevant industry expertise may be asked to provide briefing on specific issues.
Information received from	NDCC daily report, Disease Control System (database), Epidemiological model(s), Met Office and 'other' models, ADPG, Defra Rural Issues Group, Defra Emergency Management Board, CCC.,
Tools	Disease Control System (database), Epidemiology model(s), Met Office and 'other' models.
Objectives	<ul style="list-style-type: none"> - Advises the 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 reviews the quality of the scientific evidence supporting veterinary policy, including, if necessary, commissioning duplicate modelling. - Audits and advises on assumptions within strategy development - Horizon scanning for future scenarios that may have an impact on strategies - Close liaison with ADPG (to avoid overlap and gaps)
Output	<ul style="list-style-type: none"> - Notes of advice and key decisions, and background information in support of these; - Minutes of meetings,
Secretariat	Chief Scientific Adviser's office

**Defra Animal Disease Policy Group –
APPENDIX 10 OF STRATEGIC PLAN**

Title	<i>Defra Animal Disease Policy Group</i>
Purpose	To provide disease control advice and strategy recommendations to the Civil Contingencies Committee and challenge strategic assumptions
Meets	As necessary (and initially as soon as possible after confirmation of disease) in Room LG20, 1A Page Street, London
Activation criteria	The DCVO will alert other ADPG members on confirmation of disease and call a meeting of the ADPG. Timing: Ad-hoc
Reports to	Civil Contingencies Committee
Core Membership	CVO (Chair), Defra Chief Scientist's representative, DCVO, Director Animal Health, Head of National Emergency Epidemiology Group, OST representative, Director Sustainable Agriculture and Livestock Products, SVS representative, Head of Legal A2 Division, Communications Directorate representative, SEERAD, WAG, DARDNI (if UK outbreak), Cabinet Office CCS, Head of EDPC Division. For zoonotic diseases core membership will be increased to include representatives from HPA/DH.
Other Members	For significant policy decisions, membership will expand to include: Defra Permanent Secretary and other Directors General, Directors of Finance, Communications and Corporate Services, SVS Chief Executive. (N.B. it is expected that Directors General will replace their Directors at this point)
Information received from	NDCC daily report, Science Advisory Council, Defra Rural Issues Group, Defra Emergency Management Board, Civil Contingencies Committee,
Tools	Disease Control System (database), Epidemiology model(s), Met Office and 'other' models
Objectives	<ul style="list-style-type: none"> - Advises the CCC on disease control strategy - Develops control strategies accounting for evidence from other areas of Defra's portfolio (Science, Environment, Rural and Natural Resources) and makes policy recommendations to Defra ministers. - Horizon scanning for future scenarios that may have an impact on strategies
Output	<ul style="list-style-type: none"> - Minutes of meetings, - Notes of advice and key decisions made, and background information in support of these;
Secretariat	EDPC Division

Defra Rural Issues Group – APPENDIX 11 OF STRATEGIC PLAN

Title	<i>Defra Rural Issues Group</i>
Purpose	To provide advice and policy recommendations on rural issues to the CCC and ADPG.
Meets	As necessary and initially <u>after</u> the first CCC meeting
Activation criteria	On notification of disease outbreak, the Director, Rural Policy will notify members of the Rural Issues Group and set a time for the first meeting. Timing: Ad-hoc
Reports to	ADPG, CCC
Core Membership	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), Office of the Deputy Prime Minister.
Information received from	NDCC daily report, CCC (s), ADPG, Regional Rural Affairs Forums, Rural Stress Action Plan Working Group, Cabinet Office CCS, other rural stakeholder groups as appropriate,
Tools	N/A
Objectives	<ul style="list-style-type: none"> - Advises the ADPG and CCC on the affect of policies on rural communities and industries - Provides feedback from stakeholders on rural issues - Challenges assumptions within strategy development - Horizon scanning for future scenarios that may have an impact on strategies
Output	<ul style="list-style-type: none"> - Minutes of meetings, - Notes of advice and key decisions, and background information in support of these;
Secretariat	Office of Director, Rural Policy

Stakeholder Meeting – APPENDIX 12 OF STRATEGIC PLAN

Title	Stakeholder Meeting
Purpose	To provide stakeholders with a forum for discussing and influencing policy developments and to help steer the strategic direction
Meets	Meets (suggested once a week) in Room 808 Nobel House, 17, Smith Square, London
Activation criteria	By invitation, managed by Communications Directorate
Reports to	- Reports back (via Defra Directors General) to Civil Contingencies Committee and Tactical Direction Group
Core Membership	Defra Minister (Chair), 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 (<i>by open invitation</i>), lists of stakeholders provided by AHW and DG NRRA <i>N.B. Key Stakeholders and Operational Partners also have representatives within the JCC and LDCC(s) for ongoing input into tactical and operational decision-making.</i>
Other Members	Other Government Departments (as necessary) [possibly inc. DoH, Food Standards Agency (FSA)]
Information received from	Stakeholders
Tools	N/A
Objectives	- Discuss strategy development and provide a forum to raise concerns and issues - Provide input to policy development via Defra Senior Officials
Output	- Minutes of meetings, - Report (via Defra) to CCC, Defra Tactical Direction Group and OGDs (requiring action)
Secretariat	Minister's Office or AHW Directorate General

SECTION 6. PART B – Tactical Level Plan

Background and Scope

5.37. This section of the Plan defines the tactical structures and functions necessary for effective control, operations and communication in the event of a disease outbreak. The tactical command receives direction from the strategic command and instructs field operations. They are also the conduit for feedback from field operations to the strategic command.

5.38. This is the responsibility of the NDCC and the Tactical Direction Group (TDG). The direction from the strategic command is passed to the NDCC via the TDG. The TDG assesses the operational implications of the strategic requirement and decides on the appropriate tactical response for the NDCC. The NDCC produces tactical and operational guidance for the LDCC's. The NDCC comprises elements of both policy development and operational implementation in one tactical command. The operation is controlled through the Joint Coordination Centre (JCC) as part of the NDCC. The JCC includes representatives from other Government Departments, the Devolved Administrations, executive agencies and key operational partners including the HPA, LGA, LACORS and Defra Directorates (Communications, Veterinary Policy, Animal Health and Welfare (and Livestock Strategy Division), Corporate Services, Finance, Environment Quality and Waste, Rural Policy and Legal Services A.

5.39. The JCC collects information and intelligence on the outbreak, its control and its impact on industry and the public. This is analysed and collated in a daily NDCC report which is circulated overnight to key personnel by the JCC.

The Lead Department Concept

5.40. Defra is the Lead Government Department in managing exotic animal diseases in England. SEERAD takes the lead in Scotland, whilst the WAG has responsibility for managing animal health emergencies and their consequences in Wales. DARDNI has responsibility for dealing with outbreaks of disease in Northern Ireland. However, the island of Ireland is treated as a distinct epidemiological unit separate to Great Britain.

5.41. The Cabinet Office supports Ministers collectively and the lead Departments in particular. It ensures a co-ordinated Government response to outbreaks of exotic animal disease by ensuring that there is an agreed understanding of the triggers for, and implications of the outbreak, identifying issues requiring collective discussion and agreement by Ministers, and recording, promulgating and following up agreed actions.

Consequence Management

5.42. Consequence management issues arising for other Government Departments from an animal disease outbreak are anticipated to emerge over a slower timeframe than in many other crises and to continue for some months. The NDCC in Defra's HQ will deal with many emerging operational issues and as a result, a consequence management co-ordination centre based in the Cabinet Office is not expected to be necessary, although this will be kept under review. In the event of a co-ordination centre being necessary, the main departments will provide representatives during the normal working day. If necessary, teleconferencing and a video link will be available for the devolved administrations.

5.43. 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.

5.44. The Devolved Administrations will assume responsibility for management of the disease in their areas and for co-ordinating support on wider impact management and recovery issues. They will activate their own co-ordination arrangements as appropriate.

Regional Resilience Arrangements

5.45. The regional civil protection tier under the co-ordination of the Regional Resilience Teams in Government Offices for the Regions (GO's), including (as necessary) the Regional Civil Contingencies Committee (RCCC), will activate following discussion with Defra's Regional Operations Director(s) or as requested by CCC to support local co-ordination, the identification and tasking of resources, and to communicate with the centre. (See the Cabinet Office publication *Emergency Response and Recovery* (<http://www.ukresilience.info/home.htm>) for further details of the regional tier.)

5.46. On confirmation of a case of disease in the UK, it is likely that a meeting of the RCCC will be called in each English region. The purpose of these meetings will be to ensure that local responders (e.g. local authorities and emergency services) are fully aware of the occurrence of the disease, the potential for spread and the potential wider consequences for the community. The meeting will also ensure that local responders are familiar with Defra's contingency plan and that they are ready to support Central Government in the implementation of the plan. (These RCCC meetings will be Level 1 meetings, as described in *Emergency Response and Recovery*.)

5.47. Further meetings of RCCCs might be necessary if the disease control effort causes wider impacts in the community (e.g. disruption to sporting events, the use of landfill sites for carcase disposal, etc.).

Communications

5.48. Central government will be responsible for the national communications strategy. The Government Communications Network (GCN) will establish a combined press and communication NCC in Defra HQ or Cabinet Office working closely with the Defra Press Office. This will provide a 24-hour news monitoring and response capability, will co-ordinate bids and public communication and ensure that the press team are kept up to date with reports from the Regions. It will work closely with CCS and Defra staff. Information officers from the relevant Departments and agencies will be attached to the NCC for the duration of the outbreak. All media enquiries and requests for Ministerial appearances will be directed to the News Coordination Centre (NCC), which will also generate a rolling brief for Ministers and a media summary for CCC meetings.

5.49. CCC meetings will need good quality information on the management and impact of the outbreak and the effectiveness of the response if they are to identify and address shortcomings in contingency arrangements (particularly interdepartmental issues), ensure effective co-ordination at all levels and forward planning, resolve bottlenecks, and ensure that the Government's public information strategy is delivered effectively with consistent lines-to-take. A daily NDCC report will be circulated overnight to Ministers, CCC (O) members and key staff. The JCC and CCS have responsibility for collating and interpreting information on both the control of the outbreak and consequence management issues within this report. Other Government Departments will be required to provide relevant information on their areas of responsibility for inclusion in the daily report. CCS staff will be present in the JCC Management Information Cell to facilitate this. NCC will provide a daily summary of the press reaction.

Objectives

5.50. To focus on co-ordination, identifying operational problems and issues and taking authoritative decisions to resolve them; creating a 'fully informed network' of policy advisors and operational partners; dissemination of policies, strategies, decisions and other information; provision of data to and from the strategic and operational levels and ensuring the accuracy and integrity of data.

5.51. Strategic issues are addressed at the ADPG and the CCC.

5.52. Tactical issues are addressed at the TDG, daily Communications Meeting, NDCC and JCC.

5.53. Operational decisions are devolved (in the main) to the Local Disease Control Centre (LDCC) under the overall control of the Regional Operations Director (ROD).

Activation

Authority

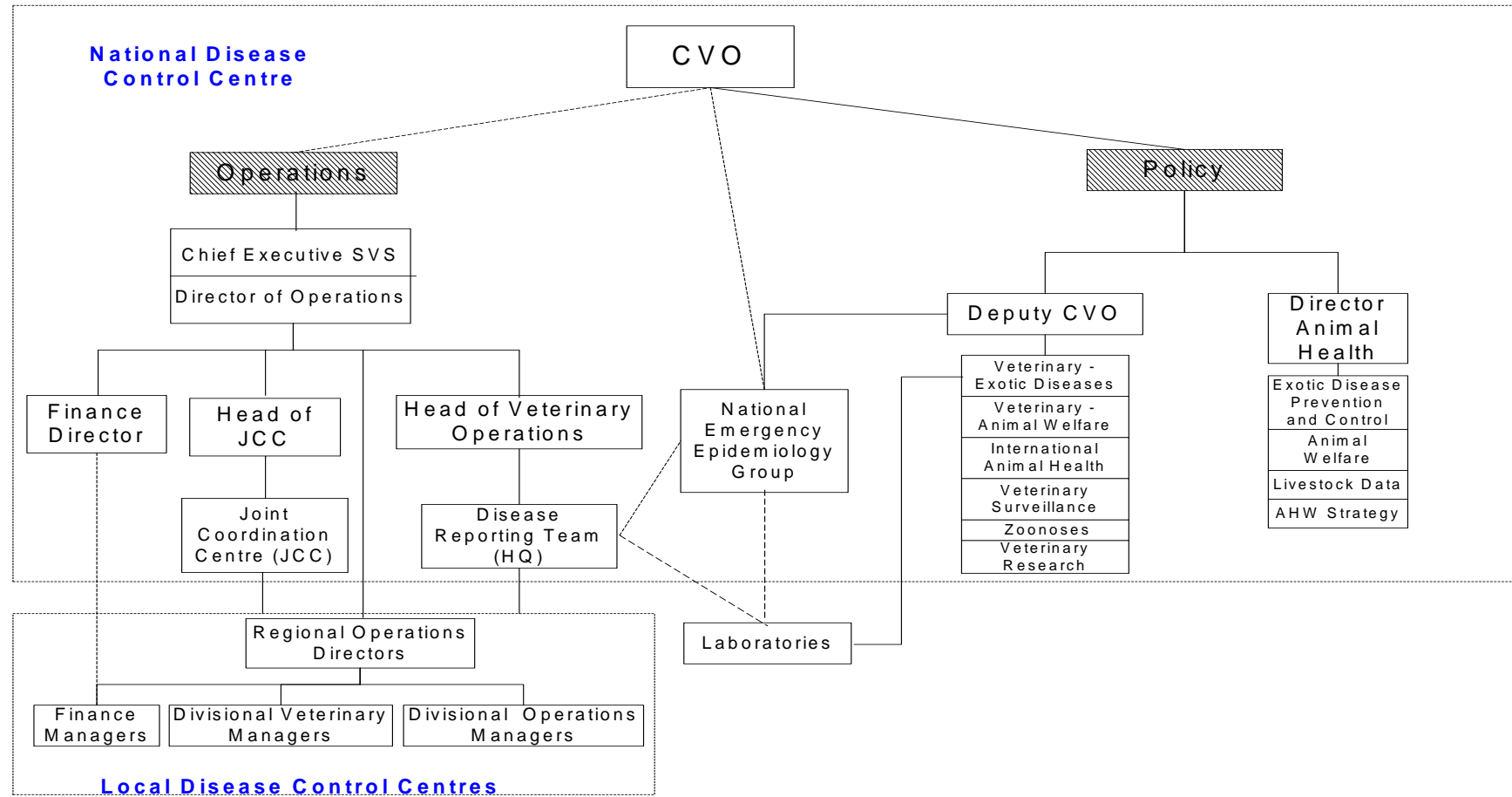
5.54. The following people have the authority to activate the NDCC and JCC:

- 1) Chief Executive of SVS
- 2) CVO
- 3) Permanent Secretary

Process

5.55. Action to be taken to contact personnel and so establish the NDCC is set out at Figure 3. The Map of Initial Defra action explains what would happen at this time.

Figure 4. Structure of National Disease Control Centre



NDCC Team Tasks

Disease Reporting Team

5.56. The Disease Reporting Team (DRT) authorises slaughter and acts as a central co-ordination point to collate, refine and present up-to-date information on disease reports.

5.57. Veterinary resource within the DRT will be managed as follows:

- Following confirmation of disease VEROD will continue in their normal work and take calls relating to report cases;
- 48 hours after confirmation the position will be reviewed and, if appropriate, designated VLA vets will be put on standby, as will the head of the DRT.
- 36 hours thereafter there will be a further review, possibly resulting in the head of the DRT and the first of the VLA vets and organising additional resource to be sourced from the VLA. At this point the head of the DRT will also consider whether other vets need to be brought in from SVS or elsewhere.

5.58. Once the Head of the DRT has taken up post responsibility for the DRT will be passed from VEROD to the NDCC. VEROD staff would begin to revert to their normal duties taking report cases on other diseases and advising policy colleagues on veterinary matters.

Policy

5.59. The NDCC includes policy specialists from the Animal Health and Welfare Directorate General under the direct control of the CVO. The Animal Health Directorate (within AHWDG) will require significant administrative staff reinforcements in the event of a large disease outbreak, to cover both the policy issues arising from the outbreak as well as the Directorate's normal business.

Legal

5.60. There will be a requirement for 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.

Finance

5.61. The Finance Team aim to establish, co-ordinate and manage the framework of financial controls and the resulting expenditure. Setting delegations for payments and authorisation levels throughout the NDCC and LDCC's in consultation with the Chief Executive of SVS and SVS's Director of Finance, ensuring LDCCs are trained in the use of financial management systems. To be done by:

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- Resource Accounting - Ensuring that an appropriate accounting system is in place to meet the Departments Resource Accounting requirements.
- By ensuring that the correct links to the SVS and Defra Charts of Accounts have been made to permit reporting on the costs of the outbreak.

Audit

5.62. Liaison with the National Audit Office (NAO), European Union (EU) and Defra Internal Audit.

Estimates and Expenditure

5.63. Maintaining an adequate cost forecasting and reporting system to meet the requirements of senior management, Financial Planning and Resources Directorate (FPRD) and HM Treasury and the EU.

Costing Systems

5.64. Establishing a system of regular reports on the expenditure by expense and activity.

Inquiries

5.65. Providing briefing responses to PQs, Ministerial Correspondence.

Payments

5.66. Authorisation of payments for contractors and other expenses including costs from Other Government Departments (OGDs).

Compensation

5.67. Establishing a payments system for animals and birds slaughtered with a full database validated and reconciled to the Disease Control System (DCS). Maintaining an audit trail of documentation to meet the European Union (EU), National Audit Office (NAO) and Defra audit requirements.

Arbitration

5.68.

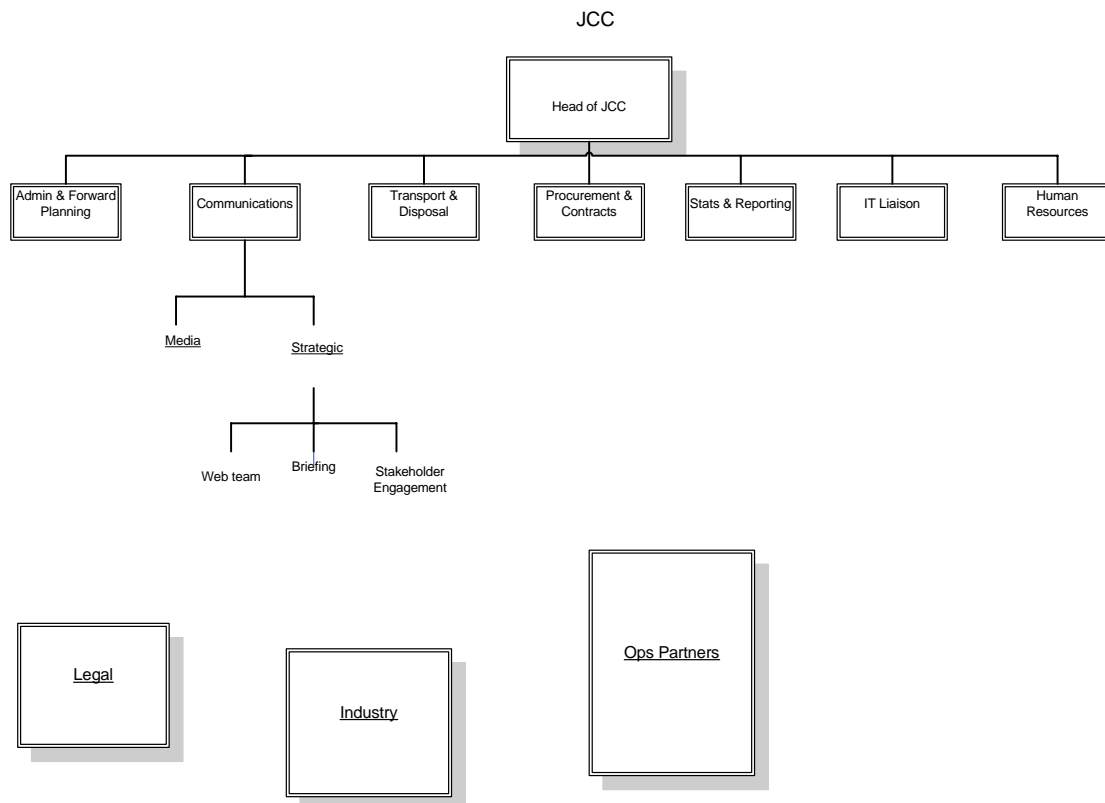
- Establishing and maintaining a unit to receive appeals against valuations.
- Establishing and maintaining a database of cases.
- Establishing and maintaining a helpline for Arbitration queries.

Business Continuity

5.69.

- Maintaining a strategic plan for Business Continuity in Finance and in the Finance Units in the LDCCs.
- Arranging periodic visits to LDCCs to confirm financial controls are in operation as expected.
- Holding regular Finance Managers meetings to deal with issues arising.
- Setting standards for file documentation and financial databases.
-

Joint Co-ordination Centre Team Tasks



JCC Operations (Non-Veterinary)

5.70. The JCC Operations team co-ordinates and manages the non-veterinary aspects of the control, eradication and recovery operation by co-ordinating the work of the JCC Operations Teams. Responsibility for operations, statistics and management information will lie with the Operations Team as well as responsibility for ensuring liaison between general operations and veterinary operations, animal health and welfare policy, environment and rural policy, Briefing Unit, Corporate Services, Legal, operational partners and stakeholders represented in the JCC. The team also manages the Birdtable meetings and co-ordinates the information from the RODs daily situation reports.

JCC Veterinary Operations

5.71. The Veterinary Operations team co-ordinates and manage the veterinary aspects of the control, eradication and recovery operation by liaison with the Animal Health and Welfare policy colleagues and direction of the DVMs.

JCC Communications and Briefing

5.72. The Communications and Briefing Team aim to gather information on the disease outbreak, on the policies employed to control it and the control operation, from a number of sources including the Management Information Cell in the JCC. It aims to provide accurate and timely briefing for Ministers and media, senior officials, helplines and all staff dealing directly with the public. The team will liaise with the GNN and communications teams in LDCCs to ensure that briefing can be deployed effectively. They will ensure that all Defra and SVS staff are kept aware of developments in controlling the disease.

JCC Human Resources

5.73. The HR Team aim to manage and co-ordinate the provision of veterinary, specialist and administrative resources to the JCC and LDCCs by liaising with Defra divisions, Defra Agencies, Government Offices, Cabinet Office CCS, Department for Work and Pensions (Jobcentre Plus), Operational Support Secretariat and other Government Departments to secure emergency staff, including veterinary staff resource. There will also be liaison with RCVS, BVA, FCO and other countries' CVOs over transfer of staff and the use of the IAHER. The team is responsible for establishing contract terms and conditions for staff and contracted personnel as well as provision of training, Health and Safety procedures for staff and contractors and support and advice to HR Teams based in the LDCCs. The Departmental Health and Safety Advisor has oversight of the arrangements to ensure appropriate health, safety and risk management of staff and contractors.

JCC Vaccination Operations

5.74. 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. This is done by ensuring that commercial resource and supplies are sufficient to meet the needs of the disease outbreak, ensuring that vaccine and supplies reach the designated vaccination centres promptly and are replenished as required, by providing advice and guidance to the commercial contractor and advice and guidance on vaccination capability and operational arrangements to JCC, Animal Health & Welfare/Veterinary Policy and LDCC staff; and by drafting instructions to the field. Briefing on vaccination policy issues will be provided by Animal Health policy.

JCC Forward Planning

5.75. The JCC will include a team that is responsible for horizon scanning to identify possible operational and logistic problems and provide solutions. They will work with output from the modelling teams in order to assess the operational impact of the predicted progression of the outbreak. They will

identify the likely strategic, tactical and operational milestones based on the models' predictions.

JCC Management Information

5.76. The JCC Management Information team are responsible for collecting, collating and interpreting 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 consequence management experts from the 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 and when appropriate, from Rural Affairs Forums. They will provide the NDCC report of data and analysis.

Stakeholders

5.77. Stakeholders and operational partners who will be invited to be part of the JCC will include representatives from the following organisations (as appropriate to the disease):

- ACPO
- CCS
- Department for Transport (DFT)/Freight Transport Association (FTA)
- Department of Health (DH)
- Health Protection Agency (HPA)
- DWP
- EA
- LACORS
- LGA
- Military Liaison Officer
- NFU
- Regional Resilience Division (ODPM)
- Royal Society for the Prevention of Cruelty to Animals (RSPCA)
- British Poultry Council
- British Egg Industry Council

Representatives from other organisations will be invited if appropriate.

Co-ordination

5.78. The NDCC is the overall responsibility of the CVO. The operations of JCC are the responsibility of the Chief Executive of the SVS. In order for the JCC to operate effectively, co-ordination with other parts of Defra and its agencies is essential. Defra Directorates will loan staff and equipment for the eradication effort.

5.79. Some teams within the JCC will not fall under the management of the Chief Executive SVS. These sections will remain under the management of their home divisions or organisations, but will form part of the JCC to facilitate

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a joined up disease eradication effort. The teams that fall into this category are:

Communications and Briefing Unit
Procurement
Legal
All Operational Partners

(See detailed job descriptions in SVS Instructions for lines of communication/liaison)

Meetings

5.80. The meeting schedule for the JCC is:

JCC Birdtable, at 07.30, 12.00 and 19.00 daily, to be held in the JCC, to provide daily, short, outcome-focussed briefing and co-ordination, by identifying operational problems and issues, problems and progress against them, tasking individuals to resolve them and creating a 'fully-informed network'. This should be attended by a representative from each team within the JCC and policy representatives from Animal Health and Welfare and Livestock Strategy and elsewhere in the NDCC.

Tactical Direction Group, at 11.00 to be held initially in COBR immediately after CCC, or Room LG20, 1A Page Street. To provide tactical direction to the NDCC. For more detail see the Defra TDG Table.

Battle Rhythm – Tactical Level

Time	Event	Location	Attendees
0730 – 0800	JCC Birdtable Meeting	JCC Page Street	Key Strategic and Tactical personnel
11.00 –	Tactical Direction Group (Tactical Command)	COBR or Conference Room LG20 Page Street	CE SVS, Dirs: Ops, Comms, Legal (A), Rural Affairs,
1200 – 1230	JCC Birdtable Meeting	JCC Page Street	All key Tactical personnel
1400 – 1430	Regional Operations Directors' Teleconference		Dir Ops, RODs
1900 – 1930	JCC Birdtable	JCC Page Street	All key Tactical personnel
2100 (approx)	NDCC Report compiled & circulated	JCC	JCC Management Information Cell

5.81. The following appendices form part of the Tactical Level Plan and provide details of the procedures, role and tasks to be undertaken at the tactical level. The appendices also provide details of the objectives,

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participants and timings of the various groups that meet on a regular basis to discuss and agree tactical issues. Where appropriate agendas and templates are also included. Reference should also be made to appendix 1 of the Strategic plan.

Report to CCC – APPENDIX 1 OF TACTICAL PLAN

Indicative Example of NDCC Daily Situation Report: SC(R) 7

REPORT TO CCC

RESPONSE TO OUTBREAK OF [Insert Disease] IN GB

This report provides key data on the present state of the outbreak (source of information: Defra) and the Government's response. It also presents available information on wider impacts (source of information: Regional Resilience Teams and OGDs). Primarily for submission to CCC, it provides one source of daily national data and will be updated each day.

Key data and issues

- **Summary of GB position.**

Last 24 hours

Cumulative total since
start of outbreak

**Confirmed cases – Infected
Premises**

Affected premises¹

Condemned animals\birds²

Bird\Animals slaughtered

Bird\Animals awaiting slaughter

Carcase disposals

Carcases awaiting disposal

- 1 includes infected premises, premises with dangerous contacts, premises with slaughter-on-suspicion cases.
- 2 includes animals from Infected Premises, dangerous contacts and slaughter-on-suspicion cases.

- Summary of points on vaccination plus statistics where relevant.
- Comment on current disposal routes

Status of Government's response

1. Summary of current control measures

For Example:

- Key control measures are GB-wide livestock movement ban, culling of animals from infected premises, dangerous contacts and slaughter-on-suspicion cases and biosecurity
- Defra and the Devolved Administrations are reviewing epidemiological and scientific advice

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- Vaccination teams and vaccine supplies are ready if the decision is taken to proceed.

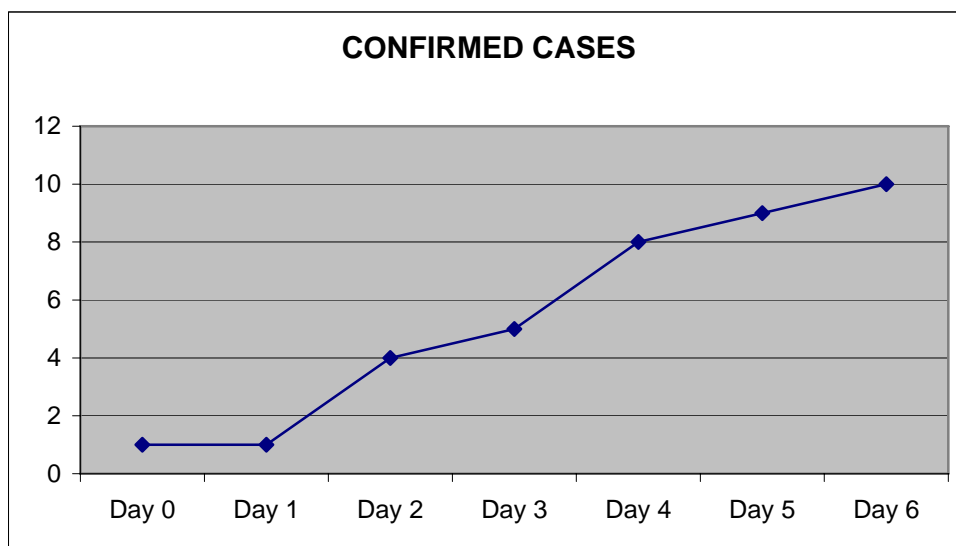
Impact of outbreak

- 2. Summary of impacts of control measures on the farming sector*
- 3. References to reported shortages of UK or imported livestock products available to consumers.*
- 4. Summary of local/regional issues, with reference to stakeholder communications.*

Further data about the outbreak are at Annex A. Details on cases per region and on slaughter and disposal, including daily flows, are given in Annex B.

ANNEX A ADDITIONAL SUMMARY DATA

Graph showing number of cumulative confirmed cases since start of outbreak



Slaughter targets

	% meeting target in last 24 hours	Cumulative % meeting target
Infected Premises 24 hour target		
Dangerous contact premises 48 hour target		

Species affected

	Total	Cattle	Sheep	Pigs	Goats	Deer	Other
Condemned							
Slaughtered							
Disposed							

Regional summary of confirmed cases

County and countries	Last 24 hours	Cumulative total since start of outbreak
	0	
	0	
	0	
Summary England	0	
Wales		
Scotland		
Great Britain		

Disposal – carcase disposal by each route

Disposal route	Numbers of carcases disposed – last 24 hours	Number of carcases disposed – cumulative total
Incineration		
Rendering		
Landfill		

Vaccination

	cattle	sheep	pigs	poultry	other
Numbers of animals vaccinated – last 24 hours					
Number of animals vaccinated – cumulative total					

ANNEX B

ADDITIONAL DATA ON TRENDS

As at 17:00 on 28 June, 2004

New confirmed cases and total affected animals and premises – over last 7 days

Day							
New confirmed cases							
Cumulative total (confirmed cases)							
Total affected premises ¹							
Total condemned animals ²							

1 includes infected premises, premises with dangerous contacts, premises with slaughter-on-suspicion cases

2 includes confirmed cases, dangerous contacts, slaughter-on-suspicion cases

Regional summary of new cases – over last 7 days

Counties and countries							
Cheshire							
Cornwall							
Lincoln							
Summary England							
Wales							
Scotland							
Great Britain							

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Slaughter and disposal data – over last 7 days [note: recent data may be provisional and subject to revision as more data become available]

Day							
Animals slaughtered							
Cumulative total							
Awaiting slaughter							
New disposals							
Cumulative total							
Awaiting disposal							

Tactical Direction Group – APPENDIX 2 OF TACTICAL PLAN

Title	<i>Tactical Direction Group</i>
Purpose	Produces Tactical command and direction for the NDCC as a result of decisions taken at CCC/CCC(O) and from stakeholder feedback.
Meets	11.00 daily, immediately after CCC/CCC(o) or in COBR in Room LG20 1A, Page Street, London
Activation criteria	The CVO will notify the Chief Executive SVS of confirmation of disease, who will in turn notify Tactical Direction Group members as soon as practically possible.
Reports to	CCC [CCC/CCC(O)], NDCC and JCC
Directs	NDCC and JCC
Core Membership	Chair: Chief Executive SVS, DCVO, Director Animal Health, Director Communications (or Chief Press Officer), Director Legal Services A- SVS Director of Finance (if appropriate)
Other Members	Other Defra Directors (as necessary invited through Chair)
Information received from	CCC (s), JCC Birdtable meetings, NDCC daily report, Stakeholder meetings
Tools	
Objectives	<ul style="list-style-type: none"> - Share information between key tacticians (after CCC(O)) - Identify the daily tactical issues that need to be addressed and report back to ADPG CCC for resolution - Agree the tactical implementation of the strategies agreed at CCC - Disseminate tactical instructions to the NDCC and JCC
Output	<ul style="list-style-type: none"> - Report of major issues and key decisions on the tactical implementation of strategies – sent to JCC Heads of Cells, all Directors General, Director Communications, NDCC. - Requests for additional briefing,
Secretariat	Office of Chief Executive, SVS

SECTION 6. PART C – Operational Level Plan

Background and Scope

5.82. This Operational-Level Plan forms a Section of the Defra Exotic Animal Disease Generic Contingency Plan and relates to the operational level structures and functions necessary for effective control, operations and communication in the event of a disease outbreak. The role of the operational command is to implement contingency plans, working with stakeholders to ensure effective control of the disease outbreak, receiving tactical guidance and implementing it, and to provide regular feedback to inform strategic decisions.

5.83. The Operational Level centres around the Local Disease Control Centres LDCC's, which will include representatives from other government departments, devolved administrations, agencies, other operational partners and stakeholders.

The Lead Department Concept

5.84. Defra is the Lead Government Department in managing exotic animal diseases in England. SEERAD takes the lead in Scotland, whilst the WAG EPC has responsibility for managing animal health emergencies and their consequences in Wales. DARDNI has responsibility for dealing with outbreaks of disease in Northern Ireland. However, the island of Ireland is treated as a distinct epidemiological unit separate to Great Britain.

5.85. The Cabinet Office supports Ministers collectively and the lead Departments in particular. It ensures a co-ordinated Government response to outbreaks of exotic animal disease by ensuring that there is an agreed understanding of the triggers for, and implications of the outbreak, identifying issues requiring collective discussion and agreement by Ministers, and recording, promulgating and following up agreed actions

Regional Resilience Arrangements

5.86. The regional civil protection tier under the co-ordination of the Regional Resilience Teams in Government Offices (GO's) for the Regions, including (as necessary) the Regional Civil Contingencies Committee (RCCC), will activate following discussion with Defra's Regional Operations Director(s) (RODs) as requested by CCC to support local co-ordination, the identification and tasking of resources, and to communicate with the centre. The ROD will provide regular briefing to Regional Resilience Forums/RCCCs. Divisional Veterinary Managers (DVMs) in areas not immediately affected by the outbreak will engage with Local Resilience Forums in order to provide briefing on the possible consequences of the outbreak spreading to their area and to prepare operational partners.

Objectives

- To manage and co-ordinate the local components of a national response to control and eradicate the animal disease outbreak; to allow a return to disease-free status;
- To identify operational problems and issues and taking authoritative decisions to resolve them;
- To provide data to the Tactical Level ensuring the accuracy and integrity.
- To minimise the effect of the necessary disease control measures on the community without diminishing the effectiveness of the disease control measures.

5.87. The key aims for administrative and field staff are to work to support veterinary and technical staff in the eradication of disease, establish effective communication with key stakeholders and the rural community and ensure value for money.

5.88. Strategic issues are addressed at the ADPG and CCC.

5.89. Tactical issues are addressed at the TDG, daily Communications Meeting, NDCC and JCC.

5.90. Operational decisions are devolved (in the main) to the LDCC under the overall control of the ROD.

Activation Process

5.91. *SVS Instructions cover the implementation of control measures and guidance on the establishment of a LDCC.*

5.92. Once an animal disease is confirmed, the Chief Executive of the SVS will authorise the establishment of an LDCC and confirm this with the DVM.

5.93. Each AHDO maintains a list of local organisation details for personnel (including other government departments, the devolved administrations, stakeholders and operational partners) that must be contacted upon confirmation of disease. The DVM is responsible for notification.

5.94. The DVM will contact those people who will be appointed as Heads of LDCC Teams. The LDCC will develop to provide for the implementation of the necessary control measures.

LDCC Teams

Allocations

5.95. Aim - To ensure jobs are prioritised, allocated on time, fully completed and accurately recorded.

Biosecurity

5.96. Aim – To provide materials, personnel and information to reduce the risk of spread of disease from infected to uninfected stock.

Communications

5.97. Aim – To provide a comprehensive, integrated communications service, including all aspects of internal and external communications.

Communications Team

5.98. 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

5.99. Aim – To contribute to the understanding and control of disease by analysing patterns of disease and assessing risk factors

Facilities

5.100. Aim – To provide LDCC with the required infrastructure including accommodation, data and communications, fixtures and fittings and security.

Field Operations

5.101. Aim – To co-ordinate and manage disease management in the field.

Overall responsibility for field operations including:

- dangerous contacts
- information
- valuation
- slaughter
- disposal stores
- sample handling
- cleansing and disinfection
- farmer contact.

Case Officer

5.102. Aim – To oversee all activities on premises by Defra technical staff, valuers, slaughtermen contractors, etc to minimise the risk of disease spread

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from the premises by ensuring rapid and effective completion of disease control measures.

Cleansing and Disinfection Cell

5.103. Aim – To co-ordinate appropriate C & D activities on all premises where animals have been slaughtered for disease control purposes.

Disposal Cell

5.104. Aim – To co-ordinate the disposal of carcasses from premises where animals are slaughtered for disease control purposes.

Gate Officer

5.105. Aim – Control and record movement of people, vehicle, materials and equipment onto and off premises via Control Point(s)

Sampling Handling Cell

5.106. Aim – To process samples received at LDCC in a biosecure way.

Slaughter Cell

5.107. Aim – Co-ordinate slaughter activities on all premises where animals are to be slaughtered for disease control purposes.

Stores Cell

5.108. Aim – To maintain sufficient stores to allow Field Operations Team to undertake valuation, slaughter, disposal and cleansing and disinfection on premises where animals slaughtered for disease control purposes.

Valuation Cell

5.109. Aim – Ensure fair and accurate valuations of all livestock being slaughtered for disease control purposes are carried out in accordance with legislative and policy requirements.

Finance

5.110. Aim – To manage all finance activity within the LDCC

Geographical Information Services (GIS)

5.111. Aim – to ensure that the critical GIS response to the declaration of an IP is met.

Licensing

5.112. Aim - To assist the disease control process by licensing movements approved under the emergency restrictions.

HR

5.113. Aim – To ensure that best Human Resource practice and Defra standards are applied at the LDCC.

Procurement

5.114. Aim - To manage procurement and contractual activity at the LDCC in accordance with Dept procedures.

Record Control Centre

5.115. Aim – To develop and manage an effective LDCC Record Centre, by managing official records including registered files and any other media which conveys information.

Surveillance

5.116. Aim – To identify 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 DC

5.117. Aim – Assist and identify the source of disease, and to limit its spread, by ensuring that tracings are identified and prioritised promptly.

Health and Safety

5.118. Aim- Provide timely and appropriate advice and assistance for all aspects of health and safety and staff.

Involvement of Stakeholders and Operational Partners

5.119. DVMs engage with local stakeholders as part of their ongoing emergency-preparedness and, where possible, include them in the planning and implementation of regular local exercises.

5.120. Representatives of stakeholders that would be affected by an outbreak (including the farming industry, poultry industry, local poultry 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.

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5.121. DVMs maintain strong links with their Government Office Regional Resilience Teams and Forums as these are recognised by all key local agencies as the co-ordination point for emergency response.

5.122. It is also essential that DVMs have established regular contact with their local veterinary practices, Local Authority Emergency Planning Officers, Trading Standards Officers and Local Authority Animal Health Inspectors, Environment Agency Emergency Planners.

5.123. All these operational partners must know and understand the Animal Disease contingency plans (including relevant sections of SVS Instructions and local office contingency plans) and the DVM must have established their capabilities, roles and responsibilities in the event of an outbreak.

5.124. An outline of local stakeholder capabilities is at Volume 1: Generic Plan, Annex I.

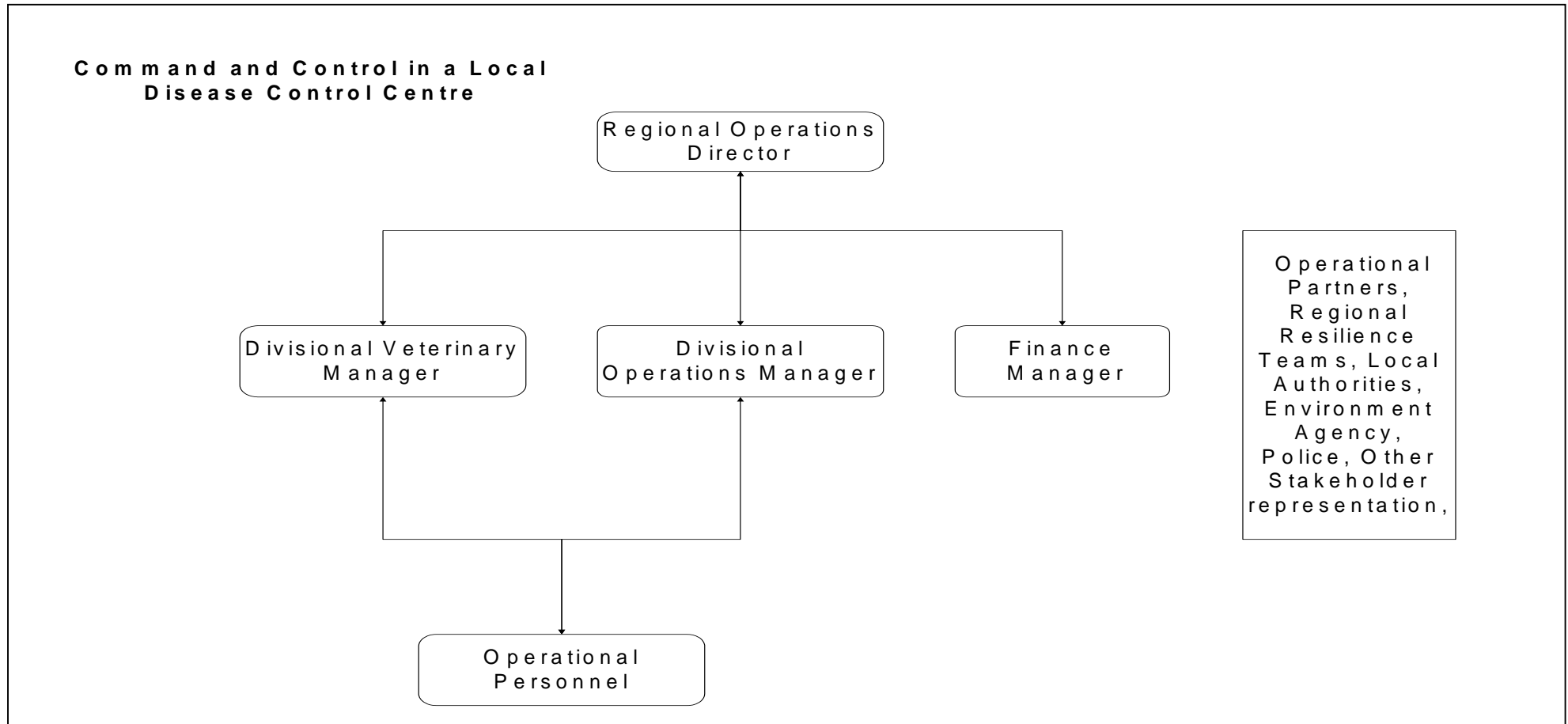
5.125. In an outbreak, RODs and DVMs will engage fully with operational partners and all those affected by the disease and its management and control including farmers' organisations, rural businesses and local community organisations.

Battle Rhythm – Operational (LDCC) Level

Time	Event	Location	Attendees
0730 – 0800	LDCC Birdtable Meeting	LDCC	Heads of Ops Teams
0800 – 0830	Daily Management & Communications Meeting		ROD, DVM, DOM
1130 – 1200	Media Briefing		ROD
1200 – 1230			
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

Note: The Tactical Direction Group decides how the strategies agreed at CCC will be implemented and issues guidance to the NDCC.

Figure 4. Command and Control in a Local Disease Control Centre



VOLUME 1 GENERIC ANNEXES

Emergency Preparedness – GENERIC ANNEX A

Introduction

Defra and the SVS have been working in partnership between outbreaks to ensure high standards of emergency preparedness for any outbreak of exotic animal disease. The level and type of resource that need to be deployed in an outbreak will depend on the nature and extent of the disease and an assessment of the risk of it spreading. This section outlines the steps that Defra and the SVS have taken to ensure better preparedness and details how the resources will be mobilised, ramped up and managed during an outbreak of disease. The following identifies key personnel involved in responding to a disease outbreak situation and outlines how they are trained and equipped during peacetime to fulfill the demands of their role.

National Expert Group

A number of EU directives relating to the control of exotic animal disease (in particular the EU FMD control Directive (Council Directive 2003/85/EC)) require the establishment of a permanently operational expert group comprised of epidemiologists, veterinary scientists and virologists, to maintain an expertise in order to assist the competent authority in ensuring preparedness against an outbreak of disease. The Directive also sets out the functions that this group would be expected to fulfill during an outbreak. This group should be appropriately represented from the key areas previously defined. Meetings of the expert group will be chaired by the DCVO. It is expected that the group would be convened during an outbreak of any animal disease and its membership appropriately tailored to meet the requirements of the specific disease concerned.

The expert group is a strategic/tactical level group of specialists whose role is to: analyse data and information on the outbreak including modelling results, provide recommendations to the Animal Disease Policy Group (ADPG) (see page on control strategies, and tactical advice on surveillance programmes. Further details of the role of the Expert Group can be found at <http://www.defra.gov.uk/footandmouth/expert-group/index.htm>

National Emergency Epidemiology Group

This group comprises of five teams with expertise drawn from Defra AHWDG, SVS, Veterinary Laboratories Agency (VLA), Institute of Animal Health and the Meteorological Office as appropriate. The teams are responsible for:

- Descriptive epidemiology
- Analytical epidemiology to include data analysis, data release, GIS and involvement with surveillance strategy for disease and disease freedom

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- Modelling, development of models and liaison with other modelling groups
- Providing epidemiological information from the field (National Field Epidemiology Team) to the NEG and independent modellers.
- Risk assessment to update the existing risk assessments.

Involvement of the Armed Forces

As a result of the improved structures, processes and preparedness, there are no plans to use the armed forces on the scale that they were deployed during the 2001 FMD outbreak, although the strategic logistical and co-ordination 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 LDCCs to take on a local strategic co-ordination function.

Defra has plans to bring in civil contractors quickly and effectively under contingency contracts and to recruit additional staff, 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 and these skills are maintained through contingency planning and exercises.

Veterinary Personnel

UK Government Veterinary Personnel

Veterinary staff from Defra policy divisions, the SVS and other government departments will provide the initial emergency response capability.

Non-Government Veterinary Personnel

Pending new permanent arrangements private veterinary Surgeons in GB and abroad will be engaged as casual veterinary staff. Those who are already local veterinary inspectors (LVIs) will undertake work in that capacity. The Department has recently completed a pilot project to recruit and train a number of Contingency Local Veterinary Inspectors. These are LVIs who agree to undertake training in an AHDO and to be available to respond to an emergency call to work in a LDCC, providing veterinary expertise and advice. This will be extended to a National scheme in Autumn 2005.

Overseas Government Veterinary Personnel

The International Animal Health Emergency Reserve (IAHER) agreement was signed in 2004 with Ireland, USA, Canada, Australia and New Zealand to provide vets and technical staff in the event of an outbreak of disease. Assistance may also be sought from other EU member States and is arranged

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by means of direct contact between CVO's. Regional Operations Directors (RODs) and Divisional Operations Managers (DOMs)

Members of the Senior Civil Service have been appointed for three year terms as contingency Regional Operations Directors (RODs) to take up post in the event of an outbreak of any animal disease covered by this plan to lead the LDCCs. They are each allocated to a region in England. SVS CPD maintains a list of RODs.

Grade 6 Defra staff (or Grade 7s on temporary promotion) have been appointed for three year terms as contingency Divisional Operations Managers (DOMs) to take up posts in the event of an outbreak of any animal disease covered by this plan and to work alongside DVMs to manage the administrative (non-veterinary) part of the operation. Like RODs, they have been allocated to one of the regions in England

During their period of appointment, the contingency RODs and DOMs will spend 5 days a year training, developing effective links with AHDOs, DVMs and key local stakeholders and taking part in contingency planning exercises.

Contingency Regional Finance Manager

- Manage all aspects of the finance operation within the LDCC including management of the payment process, budget monitoring and management reporting.
- Provide Financial advice to the ROD
- Provide financial information to the Head of Finance within the NDCC

Similar arrangements are being set up in Scotland and Wales.

Key Administrative, Field & Technical Personnel

The NDCC and LDCC's will require middle managers who are able to take up key positions on confirmation of disease. Key posts have been identified in the NDCC & LDCCs, together with job descriptions and Day 1 tasks. [Cross reference needed here.](#)

Human Resources Services Division (HRSD), Worcester are responsible for maintaining the volunteer register, through which additional staff may be sourced.

Staff in an AHDO in which an LDCC is being set up, and in the SVS more widely, will be the first to be called upon if disease is confirmed. Key administrative personnel will be expected to take part in contingency testing exercises. This is part of their job descriptions and work objectives.

General field, technical and administrative personnel

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The NDCC and LDCCs will require general field and administrative staff to support key personnel and veterinary colleagues in the eradication of disease.

The Chief Executive of SVS will seek Management Board authority to require the release of staff from Defra and Defra Agencies to work on emergency duties. The Management Board will provide clear direction to Divisions, Agencies and work groups, in order that non-essential staff can volunteer their services and be released quickly. First called will be those staff on the Defra Emergency Volunteers Register and those who have left the Department but have said they would wish to be contacted in the event of an emergency.

SVS HRSVS HR in conjunction with Defra Shared Services, will lead on coordinating all staffing issues.

The Department will also make use of the central Memorandum of Understanding on Mutual Aid and the Redeployment of Human Resources, which will be triggered if necessary. This relates to the loan of staff from other government departments.

Financial Control

An interim disease financial system (DFS) was developed to support the collection of financial information to meet accounting and audit requirements, including those of the European Commission.. As a result of the outbreak of Newcastle Disease in July 2005 it was clear that the system and its interfaces were not robust or flexible enough to meet the requirements. The frontline aspects of the system are currently being reviewed and developed as part of the SVS Finance 'Contingency Planning' project, and the wider DEFRA project. It is expected that these plans, once rolled out, will underpin 'business as usual' requirements as well as operating during an outbreak.

Some of the changes already identified, will take time to fully implement. To cover the risk of an outbreak occurring prior to these changes being fully implemented, a small taskforce from the SVS Central Finance Team will go to the initial outbreak site, and set up the interim Finance and Procurement processes, some of which are manual.

The SVS Corporate Finance Team will also be monitoring costs that are being incurred by SVS as part of 'accelerated activity' and these reports will be fed back to SVS senior management.

Legal Services

Law and Regulation Directorate General (LRDG) hold all templates for Declaratory Orders and in the case of FMD, also hold draft Regulations transposing the vaccination provisions of Directive 2003/85/EC, which has not yet been fully transposed into domestic law.

Vaccination

FMD

Emergency vaccination will immediately be considered as a disease control measure for FMD. Any decision to adopt an emergency vaccination strategy against FMD will be based upon epidemiological, logistical and other factors and would be used on the basis of vaccinate to live where possible. As soon as the FMD strain has been identified the Department will make arrangements for a suitable antigen to be made up into vaccine. It is not possible to prescribe a detailed response in advance of an outbreak; the decision to adopt a particular control strategy will depend on a wide range of factors, many of which cannot be determined until we have knowledge of the nature and extent of the outbreak. The Decision Tree at Part II: FMD Annex A sets out the range of factors that would need to be taken into account in deciding how to control an outbreak, including whether to use emergency vaccination.

Vaccination – Other diseases

In an outbreak of ND vaccination would be considered as a control measure. There is vaccine available with marketing authorisation in England and is freely available for use. Vaccination is most unlikely to be considered as a control measure for AI. Vaccines currently available are difficult to deliver and do not protect birds from becoming infected and shedding virus. No AI vaccines have marketing authorisation in Great Britain. For classical swine fever vaccination would only be used in exceptional circumstances and a policy of vaccination followed by slaughter would be followed. It is unlikely that this approach would be adopted in the UK. See Section 4 of Part II: FMD, Part III: AI, Part IV: ND, Part V: CSF for disease specific vaccination arrangements.

Involvement of Operational Partners

Operational Partners are organisations that work alongside Defra in managing an outbreak of Exotic Animal Disease. These organisations may have a statutory role (e.g. Police, Local Authorities), or may work with the Department in order to meet a specific goal.

High level involvement of operational partners, including (Local Government Association (LGA), Local Authorities Coordinators of Regulatory Services (LACORS), Association of Chief Police Officers (ACPO), HPA and Environment Agency (EA) is summarised in Volume 1: Generic Plan, Section 6 - the Strategic Level section of this plan.

It is essential that DVMs maintain regular contact with their local veterinary practices, Local Authority Emergency Planning Officers, Trading Standards Officers and Local Authority Animal Health Inspectors, Environment Agency Emergency Planners, the Government Office Emergencies Team and the Health Protection Agency.

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DVMs must maintain strong links with the Government Office Regional Resilience Teams. The Regional Resilience Forums (hosted by GO RRTs) are recognised by all key agencies as the co-ordination point for regional emergency planning and DVMs should ensure that partner agencies are kept informed through this route.

DVMs must also establish strong links with their local Police Force strategic (Gold) command as this is recognised by all key local agencies as the co-ordination point for emergency response.

These agencies are key operational partners and must know and understand their roles in preventing and controlling a disease outbreak and be aware of Defra's animal disease contingency plans (including relevant sections of SVS instructions and local office contingency plans). The DVM must establish their capabilities, roles and responsibilities prior to an outbreak.

All operational partners that would be involved in dealing with an outbreak will also be engaged and involved, as appropriate, in exercises held at local and national level.

Involvement of Stakeholders

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).

High level involvement of other government departments, executive agencies and stakeholders is summarised in Volume 1: Generic Plan, Section 6 - the Strategic Level section of this plan. This will be confirmed by the Civil Contingencies Committee (Officials) (CCCO) and may change as necessary.

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.

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.

Training

SVS staff (veterinary, technical and administrative staff)

Veterinary staff

All new veterinary entrants attend a one-day course on exotic viral diseases at the Institute for Animal Health, Pirbright, in addition to general and specific training related to other work areas including training in notifiable disease procedures. Selected individuals also attend specific Continuing Professional Development training, e.g. in Epidemiology. Courses are held, as required, to ensure an adequate resource of trained staff

Technical staff

All new technical staff receive background training in animal disease awareness, this covers the specific roles in a disease outbreak. Training packages are being developed for existing staff which would also be suitable for casual staff employed during an outbreak.

Staff involved in finance or procurement

AHDO Finance staff will be involved in a training programme, that will ensure they are fully trained to use all appropriate systems such as : Buy4Defra, Iexpenses, and GPCs to support the smooth setup of an LDCC during the first day of an outbreak. They will also be trained to set up the appropriate files to capture financial information that will support any claim from both the EU and Treasury, but also provide timely, financial management information to senior management. This training will need to be part of an ongoing 'resilience plan'.

Administrative staff

AHDO's will be regularly involved in training programmes designed to equip them with the skills and knowledge to provide administrative support during an outbreak situation,, and to support the requirements for Finance and Management Information. Additionally, there is local and national level exercising of the contingency plan. The FMD Plan in particular, must be exercised at national level at least once every four years under the terms of the EU FMD Directive. Some local offices will also participate in these national exercises, testing their ability to function as a LDCC's during a national disease outbreak.

Local vets

The current review of Local Veterinary Inspectors (LVIs) is considering the need for enhanced training of LVIs both in everyday and emergency situations.

Non SVS (Defra staff in specialist roles e.g. ROD/DOM/Finance etc)

Non SVS personnel in specialist roles (including staff from the Devolved Administrations) take part in National Training days. In addition to this staff are involved in local and national exercise as well as ongoing engagement with operational partners and stakeholders. Procurement and finance procedures for non SVS personnel are documented within a handbook which will be made available to all attendees at an outbreak.

Media Training

DVMs/RODs and senior SVS staff have received media training, to deal effectively with the intense media interest surrounding an outbreak.

Exercises in Disease Control

This plan and the complementary detailed instructions and guidance including those for vaccination and local plans will be regularly tested at both local and national levels through simulation exercises. Operational partners and stakeholders will be involved in these exercises where appropriate. Operational partners and stakeholders should be aware of Defra's emergency procedures and be fully involved in their on-going development as well as their own roles and responsibilities.

Information Technology & Data Systems

The provision of IT services, including corporate and business-specific applications and the necessary infrastructure, is the responsibility of IBM, overseen by Defra's Intelligent Customer Function (ICF). Extending those services to additional numbers of staff and locations can be quickly achieved through the contract with IBM. The DOM will be responsible in the LDCC for ensuring that appropriate processes and procedures are in place locally.

Disease Control System (DCS)

DCS is the key Management Information System to be used in the event of an outbreak. There are currently three similar DCS systems: the CSF DCS, the FMD DCS and the Disease of Poultry (DP) DCS. The appropriate system would be used in the event of a disease emergency.

The system records all actions taken to control the disease in relation to each premises affected and provides reports on the progress of the disease and its management. DVMs will ensure that all their AHDO staff are familiar with the functionality of DCS, requesting additional staff training from SVS Learning and Development Unit (SVS LDU) as appropriate. A separate standalone database is in existence for use by the vaccination contractor.

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Preventative contingency measures for system failure of all DCS's are in place at the national level. These include the use of a cluster server, which enables mirroring between two web servers and databases. This will ensure that should one fail, the second will take over. In addition, the back up routine that is in place means that the risk of data loss in cases of total failure is minimal.

Vetnet Tracing Verification System (VTVS)

A system for the tracing of animals - Vetnet Tracing Verification System (VTVS), updated and enhanced during the 2001 outbreak of foot and mouth disease to take account of vehicle and personnel movements, is used for tracings on a day-to-day basis. A project to review further tracings work has been initiated, with a view to encompassing both endemic and exotic diseases.

Geographical Information System (GIS)

GIS is a key component of the department's delivery response and trained operators are now available in all regions. SVS GIS Operators will liaise with the SVS BDD for IT hardware/software support and configuration.

Procurement

General - Procurement and Commercial Contracting Contingency Plan

Detailed instructions and guidance on procurement and commercial contracting covering the acquisition of goods, works and services; and the role of the Procurement and Contracts Division (PCD) are in the PCD Contingency Plan.

PCD are responsible for ensuring that robust, value for money contracts are let and mobilised for goods, services and works requirements including their contract management and forensic examination.

The PCD contingency plan provides contact details for all nominated PCD personnel and sources of supply for these procurement personnel have been identified by PCD. These resources can be called upon in the event of an animal disease outbreak or other emergency situation.

National/Local Contingency Agreements and Supply Contingency Arrangements

PCD and AHDOs are currently working together to put in place national/local contingency agreements and supply contingency arrangements to meet all foreseeable requirements of an emergency. These suppliers will be vetted and subjected to regular review and appraisal by PCD to ensure their ongoing suitability for use in an outbreak.

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These agreements and arrangements will be comprehensive of all the relevant supply chains and will include slaughter and disposal, shepherds and gatherers, poultry catchers and ancillary equipment; carcase pick-up and transportation; preliminary cleansing and disinfection (C&D) including pressure washers, mobile units; slurry treatment; lagoon and environmental protection measures; electrical works and technical services e.g. dairy engineers. A list of call-off contracts/agreements and contingency supply arrangements is available on-line for internal use on the PCD intranet site, there are links to it from the SVS operational instructions.

Supplementary lists of preferred and vetted suppliers for use in an emergency situation are also available for internal use. These suppliers are a back-up to the contingency agreements already in place and are likely to be engaged where animal diseases cannot be confined either in number of outbreaks or geographically. The Procurement Emergency Response (PERT) team will be responsible for negotiating robust contracts with these suppliers should the extent of the outbreak require additional supply.

For each AHDO a list of transport companies is provided indicating the number and type of vehicles that the companies have available for immediate use together with the companies' ability to scale up supply within defined timescales.

Details of agreements made and preferred suppliers available to AHDOs are on the PCD webpage for internal use. DVMs should liaise closely with PCD to ensure timely, scaleable and appropriate supply arrangements in the event of an outbreak of an animal disease covered by this plan. PCD emergency contacts and their details are available for internal use.

Financial control

The NDCC Head of Finance will ensure close communication between NDCC Finance, Defra's Finance Director, Finance, Planning and Resources Directorate (FPRD) and with HM Treasury if a claim for Reserve funding is required.

Arrangements for Financial Control in LDCCs

Contingency Finance Managers have been appointed, and like RODs and DOMs, are appointed for a period of 3 years, ready to take up post as soon as possible in an outbreak.

Contingency Finance Managers will be responsible for managing financial activity in the LDCC, providing information to the NDCC and providing financial advice to the Regional Operations Manager (ROD) and Divisional Operations Manager (DOM).

Equipment and stores

Provisions of stores and equipment at National level.

The SVS has a Service Level Agreement with VLA Weybridge. Under the terms of this agreement equipment required by the SVS to carry out its routine duties are provided within defined time limits. No minimum contingency stocks are held at VLA, but normal routine stocking levels would provide initial requirements. VLA has undertaken to provide as much equipment as possible until emergency contracts with key suppliers take effect. The SVS has a national network of stores facilities.

Divisional minimum stocking levels

Guidelines on divisional stocking levels may be found in the appropriate VIPER chapter.

At the local level, each AHDO is required to hold or have immediate access to sufficient equipment to deal with up to 10 disease outbreaks in the first 48 hours, including provision for equipping up to 20 additional Veterinary Inspectors. Stock levels are managed by designated local staff, who have day to day responsibility for monitoring availability and serviceability of stores. A new generic stock control system is currently being developed, this will provide visibility of all stock held within the SVS allowing for mutual support across AHDO's.

Management information and disease control information

DVMs will ensure that appropriate staff are familiar with the Management Information reports of the DCS. This will ensure the accurate and timely collation of statistical information for circulation to the NDCC and within the LDCC itself.

CHECKLIST

It would be very easy in the heat and confusion of an emergency to forget to implement an essential element of the response plan. The checklist is provided as an "aide memoire". However, it is flexible enough to adapt to a number of different scenarios and is not exhaustive. The list at Fig. 9 contains actions needed to implement the Generic Plan. The actions are not listed in any particular order; in fact many can and should be implemented simultaneously. Some actions might need to be repeated as knowledge of the emergency grows and other players are drawn into the response. More detailed task lists will supplement the Generic checklist for responders.

Fig. 9 – Checklist

Generic Checklist	
Verify Nature of Crisis	<ul style="list-style-type: none"> • Confirm Lead Government Department • Ascertain Defra interests and identify Defra stakeholders – always include CD • Ascertain “battle rhythm” adopted by LGD and schedule of meetings: consider initiating “Birdtables”
Alerts & Notification	<ul style="list-style-type: none"> • Establish Strategic Co-ordination Group (SCG) for crisis – membership based on affected interests, CPB membership and proportionate to nature of crisis – commission sit reps from affected areas. • Notify SCG members and copy in management chain (in case response has to escalate) • Include consultation with “horizontal” interests: Legal, Finance, Communications, Science, Human Resources (volunteers & staff augmentation), Accommodation, Security and IT Services (extended hours – 24/7 working) • Schedule reporting round and timing of meetings to meet LGD “battle rhythm” – delivery of situation reports • Identify Defra representatives for LGD/CCC co-ordination meetings – provide liaison officers • Ensure Defra CD establish links to News Co-ordination Centre & Government News Network (via Government Information Co-ordination Service)
Defra Response Procedures	<ul style="list-style-type: none"> • EOC Communications establish reporting chain with Defra stakeholders and Regional Resilience Teams • CD assess media reaction • EOC TAG assess situation reports and prepare briefing and agenda for first and subsequent SCG meetings • SCG determine Defra response policy and inform Ministers • SCG determine Defra media line – CD to co-ordinate via LGD/NCC/GNN • Provide Defra representative at LGD/CCC Co-ordination meetings • EOC TAG evaluate feedback from LGD/CCC meetings and repeat above
Defra Operations	<ul style="list-style-type: none"> • Set up EOC and identify/promulgate contact numbers e-mail addresses • Keep a log of all communications and decisions • Finance Unit set up Cost Codes and maintain financial records • Issue Task Lists to staff, set up roster for 24/7 working • Activate shared IT accounts/e-mail etc, notify IBM of users • Alert ICF/IBM, HR, ED for 24/7 working and activation of Volunteer Support

OTHER DOCUMENTS

The Defra Emergency Planning Guide recommends that the following documentation is also prepared:

- Draft Media Releases
- Draft Statutory Instruments
- Checklist of information to be obtained for assessment

The generic nature of this response plan makes it impossible for CPSD to predict what areas of Defra interests might be affected; what legislative powers might be needed or what information should be disseminated. Reliance must be placed on Lead Division emergency plans containing the appropriate documentation to mitigate the effects of an emergency on their interests. The Annexes will contain holding briefings relating to key risks e.g. Fuel Disruptions; Power Disruptions; Severe Weather; Influenza Pandemic; Natural Disasters; Industrial Action etc.

INFORMATION MANAGEMENT

INTRODUCTION

The generic nature of the type of emergency this plan is prepared for could have implications for the whole of Defra. Although the response might be focused through the Strategic Co-ordinating Group (SCG) and managed through the Emergency Operations Centre (EOC), there will be a number of Divisions throughout Defra working on how the emergency affects them. A number of Tactical Assessment Teams (TATs) could be established in policy areas to support the TAG in the EOC. With an eye to a possible inquiry that could follow and the desire to review the response and identify lessons, arrangements will be put in place to facilitate access to all communications, data, briefing material, meeting notes and decision papers. Also for potential FOI enquiries – important policy areas will also maintain full sets of papers relevant to their areas and actions.

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PROCEDURES

Paragraphs 36-39 (Emergency Communications) describes the lines of communication that would be adopted to support this plan. It is important that contemporaneous notes of all communications are provided to the Log Keeper in the EOC so that a chronological record can be compiled. Divisions involved in the response might also like to maintain their own event log. This can then be compared against the master log and any gaps filled by the copying across of details. Regular comparison of logs during the emergency can also help identify gaps in information dissemination and improve the handling of communications.

A common shared "L" Drive will be activated on EDEN for staff in the EOC and it is important that copies of all essential documents, briefings, minutes and notes are copied to this. Printed copies of all documents produced will be made and kept on files dedicated to the emergency. A shared e-mail box (EOC@defra.gsi.gov.uk) will also be available for staff in the EOC. It is important that this is reserved for communications associated with the emergency. Staff on secondment to the EOC will still be able to access their EDEN accounts and should use that facility for day-to-day business and personal communications.

Some policy areas might form sub-groups to co-ordinate the response to the impact on their interests. WSR and FDID respectively might want to consult with members of the National Security & Emergencies Working Group (NSEWG) and the Food Chain Emergency Liaison Group (FCELG). Other areas of Defra might need to consult or co-operate with other external partners (Food Standards Agency, Environment Agency, Natural England, State Veterinary Service etc). It will facilitate subsequent inquiries if notes of consultations and agreements were copied to the EOC for filing and retention.

Information management is not just a one-way process. It also involves mechanisms for keeping everyone in the picture. The EOC will produce a rolling brief listing chronologically the development of the emergency. This

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will be posted on the CD “dark” website activated for the crisis and would be accessible to all in Defra. Additionally Defra Situation Reports sent to the Lead Government Department will be copied to all participating Divisions. Liaison Officers working in the EOC should also keep their Divisions informed of key developments and similarly Defra Liaison Officers working with the Lead Government Department or Cabinet Office should keep the EOC informed.

TAG Team Leaders and the EOC Managers might find regular “Birdtable” meetings a useful mechanism for reviewing workloads, progress and tasking. The principles of Birdtable meetings are described in Fig. 10. The SCG should regularly review its Aim and Objectives to ensure that it remains focused on strategic issues and doesn't stray into tactical and operational areas. There will be a desire to micro-manage that should be resisted.

Fig. 10 – Birdtable Meetings

Birdtable Meetings	
<u>PURPOSE</u>	<ul style="list-style-type: none"> • 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, so encouraging a co-ordinated and co-operative response • To identify key emerging issues and allocate responsibility for resolving them and reporting back, so creating and fostering feed back loops • To agree the application of instructions and to task operational teams
<u>ORGANISATION</u> Timing	<ul style="list-style-type: none"> • Birdtables contribute to the battle rhythm which is the structure of daily activities - meetings, briefings and reports - that enables the coordination of the operational response • Birdtables should be held at fixed times once, twice or three times a day depending on the scale and speed of development of the event
Conduct	<ul style="list-style-type: none"> • Birdtables are conducted standing up • The places round the room and order of speaking should be fixed and unchanging so that the Birdtable manager knows immediately where to look for contributions • Issues identified for action should be taken forward and resolved away from the table and reported back to the next Birdtable
Participants	<ul style="list-style-type: none"> • Chair -Responsible for leading and directing the Birdtable, maintaining the pace of reporting, drawing out issues, allocating responsibility for issue resolution and promoting their discussion separately from, rather than at, the Birdtable • Manager - Stands at the right hand of the Chair. Responsible for organisation of the Birdtable and fixing places for participants, calling speakers and recording and circulating actions and issues • Representatives - Significant policy and operational players or their representatives, able to commit resources and accept tasking. Must speak clearly and for no more than 2 or 3 minutes
Briefing Aids	<ul style="list-style-type: none"> • Participants should report using a set format covering actions/facts, impacts, resources, communications, and issues for action/ decision • Relevant maps on the Birdtable can provide valuable location references
Action Notes	<ul style="list-style-type: none"> • Action notes following a set format and covering tasks allocated, issues identified and their resolution should be circulated immediately (within the hour) to at least those attending and also recorded on whiteboards for referral at subsequent meetings

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Summary of Initial Action On Suspect Cases

Level	Generic	FMD	AI	ND	CSF
0	Disease not suspected following veterinary inquiry.	All restrictions on premises lifted no further action.	All restrictions on premises lifted no further action.	All restrictions on premises lifted no further action.	All restrictions on premises lifted no further action.
1	Lesions and clinical disease not typical – but disease cannot be ruled out entirely on clinical grounds	Suspect animal(s) left alive and observed. Samples submitted for laboratory diagnosis. Premises restrictions imposed. Impose temporary control zone (Form C)	Suspect birds left alive and observed. Samples submitted for laboratory diagnosis. Premises restrictions imposed.	Suspect birds left alive and observed. Samples submitted for laboratory diagnosis. Premises restrictions imposed.	Suspect animals left alive and observed. Samples submitted for laboratory diagnosis. Premises restrictions imposed. Option to impose temporary control zone (Form C)
2	Lesions and clinical disease suggestive of disease. Animals or birds showing typical lesions are killed	Suspect animal(s) showing typical lesions are killed. Samples submitted for laboratory diagnosis. Premises restrictions imposed. Impose temporary control zone (Form C)	Sick birds may be killed. Suspect flock left alive and observed. Samples submitted for laboratory diagnosis. Premises restrictions imposed.	Sick birds may be killed. Suspect flock left alive and observed. Samples submitted for laboratory diagnosis. Premises restrictions imposed.	Sick pigs may be killed while the rest are kept left alive and observed. Samples submitted for laboratory diagnosis. Premises restrictions imposed. Option to impose temporary control zone (Form C)
3	Lesions and clinical disease highly suggestive of disease. Entire herd, flock of animals or birds are pre-emptively killed	All susceptible livestock on the premises are pre-emptively slaughtered. Samples submitted for laboratory diagnosis. Premises restrictions imposed. Impose temporary control zone (Form C)	All poultry on the premises are pre-emptively slaughtered. Samples submitted for laboratory diagnosis. Premises restrictions imposed. Area restrictions imposed. Contact Public Health Partners	All poultry on the premises are pre-emptively slaughtered. Samples submitted for laboratory diagnosis. Premises restrictions imposed. Area restrictions imposed.	All animals on the premises are pre-emptively slaughtered. Samples submitted for laboratory diagnosis. Premises restrictions imposed.. Option to impose temporary control zone (Form C)
4	As level 3 plus disease already confirmed in the country or substantial evidence that disease may have entered the country e.g. disease in imported animals originating from a region with confirmed disease This level is restricted to FMD.	Disease confirmed on clinical grounds only without awaiting laboratory results. Samples submitted for laboratory diagnosis. Premises restrictions imposed. Area restrictions imposed All susceptible livestock on the premises slaughtered. Dangerous contacts traced and slaughtered depending on veterinary assessment.	Would not apply	Would not apply	Would not apply

Contacts List – GENERIC ANNEX B

The following lists key personnel who must be notified in the event of a confirmed outbreak (i.e. Alert State: Red)

Stakeholders from the wider rural community will be contacted as soon as possible. Lists of these stakeholders are held by AHD and DG Natural Resources and Rural Affairs.
It is expected that all Directors will cascade the information to their members of staff

OWNER	CONTACT
Head of Animal Health and Welfare Division	<ul style="list-style-type: none"> • Permanent Secretary • All Defra DGs • Defra Directors: <ul style="list-style-type: none"> Finance Corporate Services Communications Sustainable Agriculture Livestock Production Environment Quality and Waste Rural Policy Contingency Planning & Security Ordnance Survey • Stakeholders related to disease for example: <ul style="list-style-type: none"> NFU Meat and Livestock Commission (MLC) British Poultry Council (BPC)
CVO	Chief Scientific Adviser to Government Chief Medical Officer Chief Executive HPA
DCVO	European Commission OIE National Veterinary Organisations Royal Society for the Prevention of Cruelty to Animals.

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<p>State Veterinary Service Contingency Planning Director (SVS CPD)</p>	<p>Head of Cabinet Office CCS Home and Special Forces Secretariat ODPM Regional Coordination Unit Directors of Government Offices in the relevant region. All DVMs and SVS senior staff Defra IDG - Intelligent Customer Function Head of Defra Divisions including:</p> <ul style="list-style-type: none"> • PCD • ED • HR <p>Nominated staff for designated roles including RODs and DOMS Vaccination contractor Operational Partners including:</p> <ul style="list-style-type: none"> • Environment Agency • HPA • Local Government Association • LACORS • Association of Chief Police Officers • UK Renderers Association • Environmental Services Association • Association of Registered Incinerator Operators • Licensed Animal Slaughterers and Salvage Association (LASSA) • Freight Transport Association • Transport Logistics Contractor • IBM
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GENERIC ANNEX C

Communications

**Action
ON SUSPICION OF
DISEASE
(Amber Alert)**

(Refer to paragraph 2.6 of the generic plan for details of trigger points and other actions)

**CVO
(Or nominated representative)
to alert
COMMUNICATIONS
DIRECTORATE**

In office hours approach one of the following in this order:

Out of hours (before 8.30, after 18.30 and weekends), one of the following:

1. Director of Communications

2. Head of News

3. Chief Press Officer
(Animal Health & Welfare)

4. Animal Health Press Desk

5. Strategic Communications
Adviser

1. Duty Press Officer (via duty room on
08459 335577)

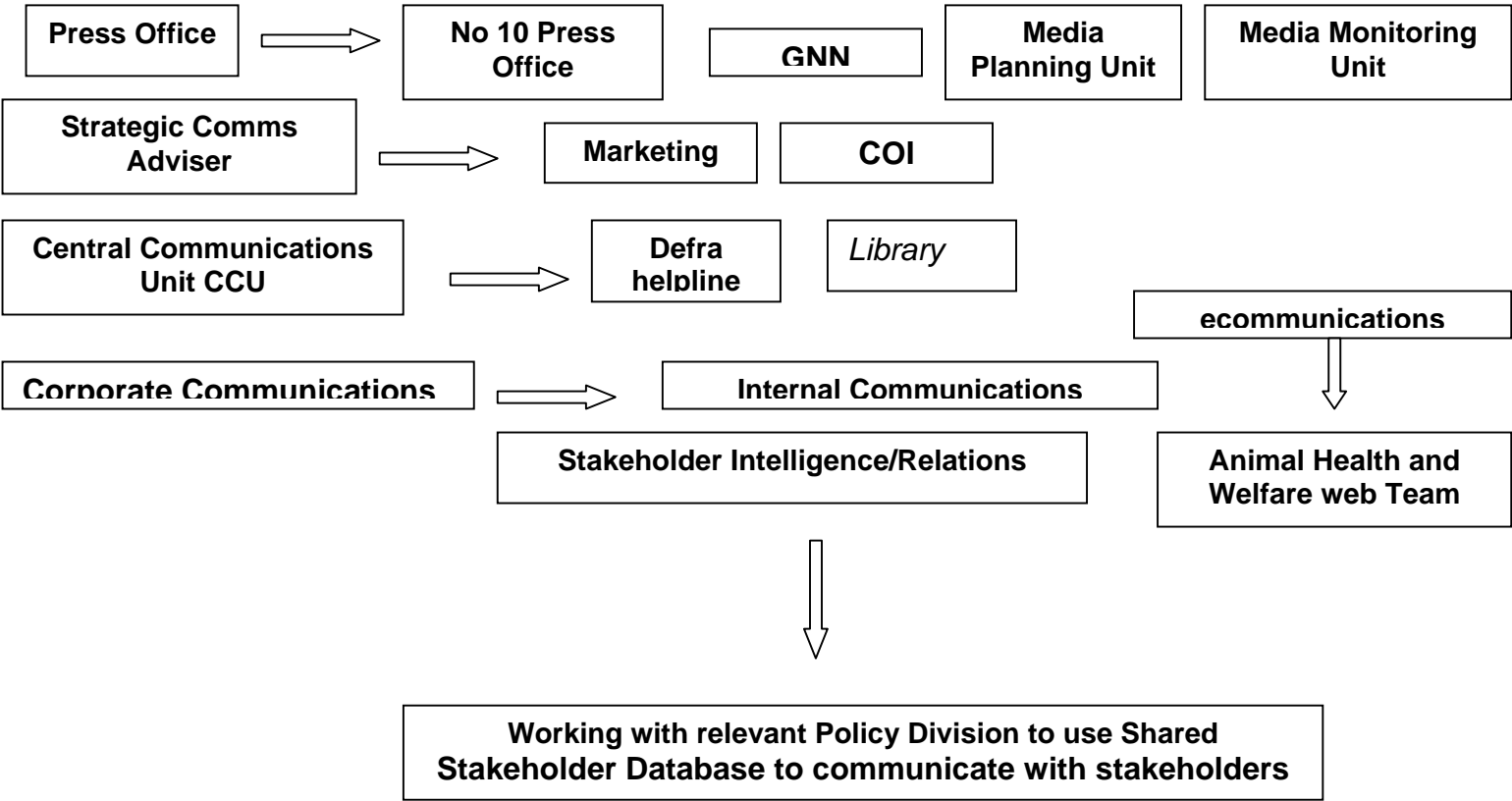
2. Director of Communications

3. Head of News

4. Chief Press Officer
(Animal Health & Welfare)

5. Animal Health Press Desk

ACTION BY COMMUNICATIONS DIRECTORATE
IMMEDIATE ALERT TO ALL COMMUNICATION TEAMS



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Roles and responsibilities:

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 and liaise with GNN spokesperson at local level
		If there is a movement restriction zone around the suspect case liaise with AHWDG and Ministers the terms of a press notice to be issued nationally and locally as quickly as possible.
		If Press Notice is issued, ensure this is placed on the public website promptly (liaising with ecomms)
	Joining-up across Government	Make contact with Director of GNN
		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)

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Division	Role	Action
GNN <i>Regional Director/GNN press officers</i>	Local media handling	Assist DVM with local media handling support, in liaison with Central Communications Unit to prepare "holding" line to take for local media; consider need to hold briefing for local media
		Organise and accompany the local spokesperson and provide a 24-hour contact point for local media
NEWS CO-ORDINATION CENTRE	Cross-gov / comms ordination	Liaise with Central Communications Unit on compiling inter-departmental briefing and ensure its dissemination.
		Advise on co-ordination of Governmental websites, internal communications, publicity and helplines

Division	Role	Action
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, supplementary helplines and briefing needs
		Liaise with AHW DG to agree the level of service that the helpline should initially provide

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Division	Role	Action
STRATEGIC MARKETING <i>Head of Marketing/ Strategic Communications Adviser</i>	Resourcing/ preparedness	Ensure Division is standing by to update and prepare printed/audio visual material as appropriate
Division	Role	Action
CORPORATE COMMUNICATIONS Head of Corporate Communications/ e comms/ Internal Comms	ecomunications	Liaise with AHWD 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

**Action
ON
CONFIRMATION
OF DISEASE
(RED ALERT)**

(Refer to paragraph 2.6 of the generic plan for details of trigger points and other actions)

**CVO
(Or nominated representative)
to alert
COMMUNICATIONS
DIRECTORATE**

In office hours approach one of the following in this order:

1. Director of Communications

2. Head of News

**3. Chief Press Officer
(Animal Health & Welfare)**

4. Animal Health Press Desk

**5. Strategic Communications
Adviser**

Out of hours (before 8.30, after 18.30 and weekends), one of the following:

**1. Duty Press Officer (via duty room on
08459 335577)**

2. Director of Communications

3. Head of News

**4. Chief Press Officer
(Animal Health & Welfare)**

5. Animal Health Press Desk

**ACTION BY COMMUNICATIONS DIRECTORATE
IMMEDIATE ALERT TO ALL COMMUNICATIONS TEAMS**

As before as for Amber

Schedule of meetings involving CD

- 07.30 Birdtable
- 08.30 Daily Communications meeting/teleconference call, chaired by Director of Communications with CVO, Chief Exec SVS, Permanent Secretary, Minister (s), Number 10
- 10.00hrs = ADPG (Strategic Communications Adviser attends)
- 10.00 hrs = CCC (O) Director of Communications attends
- 11.00hrs = Communications teleconference catch up meeting for CD staff
- **11.30 –12.00= Media Brief**
- 12.00-12.30 hrs = Birdtable
- 19.00-19.30 hrs= Birdtable

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Roles and responsibilities:

Division	Role	Action
<u>DIRECTOR OF COMMUNICATIONS</u>	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/Publicity Team, Stakeholder Int/Relations e-communications (both CD and AHW web team), Central Communications 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 GCN

Division	Role	Action
<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
		Ensure that critical staff are provided with appropriate equipment for remote working

Division	Role	Action
PRESS OFFICE Head of News/ Chief Press Officer	Resourcing	Rre-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).
	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
		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.
	Joining-up across Government	Liaise with CCS and consider triggering NCC
		Ensure appropriate contacts with other Government departments/agencies

Division	Role	Action
GNN Regional Director/ GNN	Resourcing	Draft in extra press officers to work with LDCCs in regional "Communications Cells"

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Press Officers		
	Appropriate media communications	Establish systematic briefing of local and regional media and contribute toward stakeholder communication efforts
		Deal with media bids for interviews and prepare DVMs/RODs for interview
		Ensure close liaison with the HQ Communications Hub and Defra HQ Press Office

Division	Role	Action
<i>NEWS CO-ORDINATION CENTRE</i>	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.
<i>Media Monitoring Unit</i>		Play a full supporting role in conjunction with NCC

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Division	Role	Action
<u>CCU</u> <u>Head of CCU/</u> <u>CCU staff/ Defra</u> <u>Helpline</u>	Resourcing	As appropriate, staff from the Central Communications 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 dedicated animal disease helpline ensuring call volumes and resources remain sensibly matched.
	Helpline	Work with BCMS to set up a dedicated animal disease helpline.
		Ensure the Helpline is appropriately resourced 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 any supplementary helpline
	Briefing	Ensuring briefing is provided for ministers and for Defra Helpline
	Drafting	Ensure correspondence; PQ responses; website material are drafted
		Ensure key documents are available to all via the Knowledge Bank , intranet and internet
	Joining-up across Government	Ensure efficient information exchange (briefing/lines to take/local impacts) between NDCC and LDCC
		BCMS will set up a dedicated or animal disease Helpline. This will be monitored over a 48-hour period
		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

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Division	Role	Action
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 stakeholders and interested parties
		Deliver print management and distribution services to co-ordinate any necessary reprints, forms, warning notices etc
		<ul style="list-style-type: none"> 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 etc
	Strategic Communication s 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

Division	Role	Action
CORPORATE COMMUNICATIONS Head of Corporate Communication/Internal Comms/ecomms/Stakeholder Relations/Intelligence	Resourcing	Set up the necessary crisis communications systems for use by Communications Hubs and Regional Cells. Include the necessary infrastructure to facilitate mass text messaging (text blasting) and initiate telecoms contracts to provide recorded message updates.
		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).

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		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 etc. focussed on Defra staff, liaising with Head of eCommunications to ensure suitability and readiness of channels.
		<ul style="list-style-type: none"> • 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); • Necessary infrastructure to facilitate mass text messaging (text blasting) is established; • 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	Responsible for management and readiness of Websites
		<p>Ensure that within 24 hours website should include : -</p> <ul style="list-style-type: none"> • 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)

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		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.
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Division	Role	Action
OPERATIONAL COMMS POLICY/SVS <i>DVMs/RODs/ DOMs/SVS Comms/SVS HQ</i>	Resourcing	Make arrangements within LDCC for the establishment of a dedicated communications cell which would include local GNN staff relocating to the LDCC
		Oversee the LDCC Communications cell which would be responsible for all internal, operational and external communications including local media handling and arrangements for local stakeholder briefings
	Local communications handling	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.
		Feed back to central hub, details of local activity and intelligence, taking a role in local stakeholder meetings and co-ordinating briefing information for local media interviews
		Running daily meetings to brief and consult key stakeholders (NFU, LAs, EA) on developments (usually led by DVM or ROD)
		Co-ordinate stakeholder meetings, with briefing and co-ordination being handled by the LDCC Communications manager
	Correspondence	Dealing with incoming correspondence from the public and MPs
	Local media handling	Handling all local media inquiries, dealing with interview “bids” (arranging media interviews with ROD or DVM)
	Local helpline	Equipping, staffing and briefing the local Animal Health Helpline

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	Operational communications	Writing and issuing detailed operational instructions including 'Abstracts' to the field incorporating into VIPER "what's new" page to highlight changes
		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 management reports and statistical reports to the relevant policy official
		Alerting the Central Communications Unit of any "exceptions" or difficult issues about which Ministers or officials need to be briefed.

Emergency Planning Structure – GENERIC ANNEX C (1)

The activities in this section anticipate an incident where Defra has 'Lead Department' responsibility. The Department utilises a 'hub and spoke' system which distributes information and key messages rapidly between the centre and the regions at any time and from virtually any series of locations, so that government presents a consistent face at all levels. Details of organisation, roles and responsibilities are set out below.

The crisis hub and spoke model

In a 'Lead Department' incident, CD's plan is to set up a central communications 'hub' in London and regional communications 'spokes' in affected parts of the country.

In the case of an **animal disease outbreak** the multi-disciplinary hub would consist of two teams co-located within the NDCC in Page Street accommodation.

One team will focus on external and internal communications (the work carried out normally by Communications Directorate) the other on operational communications - communicating through the line to field and operational staff.

In the event of an incident escalating to a **national emergency** the strategic responsibilities will move from Defra to the National Command Centre (NCC) with the Government News Network (GNN) and GCN undertaking the overall responsibility. This transfer will be controlled by the Director of Communications.

Role, size and organisation of the hub.

The role of the hub is to ensure all communications on the crisis meet the Communications Objectives and to originate and disseminate all information not confined to the local operational, communications and media relation's team dealing with the crisis on the ground. Reporting ultimately to the Director of Communications, but managed on a day-to-day basis by the Head of the Central Communications Unit, this team would be responsible for the coordination of all external and internal communications.

To perform this function effectively the 'communications' hub will maintain a continuous exchange with the lead Policy Director charged with managing the crisis, ensuring that appropriate lines are addressed.

A multi-disciplinary mix of communications staff, the hub is responsible for:

- dealing with all external and internal communications relating to the outbreak, i.e.:
 - media lines to take resulting from an analysis of the media issues;
 - briefing for Defra Helpline

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- information Line to staff
 - correspondence
 - PQs
 - website material
 - stakeholder briefings
 - policy factsheets.
- capturing outgoing and incoming information, holding information in a readily accessible form and disseminating at national level. Making key documents available to all via the Knowledge Network, intranet and internet;
 - acting as a bridge between operations HQ and Defra's Director of Communications, Defra press office and central news management systems such as the NCC;
 - keeping up to date all developments – where necessary by shadowing senior officials, attending meetings etc.;
 - co-ordinating messages for briefing ministers, dealing with correspondence.

The size of the hub and the spokes involved will evolve, expand and contract in line with the severity and life-cycle stage of the crisis. The basic structure of the hub should be as outlined below and each 'leader' needs to be prepared to bring a team together to meet the need.

Key Communications Management Functions – GENERIC ANNEX C (2)

Director of Communications

- Lead contact and responsible officer for CD Emergency action and planning.
- In conjunction with the Chief Press Officer responsible for organising and chairing teleconference of emergency issues; establish communications hubs and set up regional/divisional communications presence.
- Engage GCN.
- Horizon scan for tactical issues.
- Attend NDCC Bird tables
- Attend daily Tactical/Communications meeting
- Attend CCC
- Attend and brief Emergency Direction Group
- Attend and brief Defra Emergency Management Board (15.00 as necessary).
- Attend Stakeholder Group
- Review communications protocols on a regular basis.

Head of Central Communications Unit

With specific responsibility for operation and readiness of a Central Communications Unit and the Knowledge Bank, co-ordination with Director of Communications, appropriate Operational units of Defra, Defra Ministers, No. 10 and GCN and key stakeholders. Once the crisis communication 'hub' has been established by the Chief Press Officer or Duty Press Officer in response to the initial crisis awareness this role takes the operational coordination lead in an emergency – working directly to the Director of Communications.

Strategic Communications Adviser

- Central communications liaison point between policy directorate and CD
- Responsible for taking forward communications projects (other than briefing and correspondence requests) to ensure best use of communications channels to ensure effective dissemination of key messages to stakeholders and affected audiences
- Liaison with Head of eCommunications to ensure suitability and readiness of channels with particular responsibility for the content of emergency websites

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- Responsible for ensuring all communications teams are informed of the latest developments and are joined up in their approach to ensure consistent and integrated approach to all communications to all audiences both internally and externally
- Attend key policy meetings including bird tables, Animal Disease Policy Group meetings and all project workstreams representing CD
- Keep CVO informed of latest developments and progress on communications issues

Head of Internal Communications

Coordination of all Defra Internal messages to staff, with particular responsibility for the content of emergency web sites, Defra helpline etc. focussed on Defra staff, liaising with Head of eCommunications to ensure suitability and readiness of channels.

Head of News

Responsible for Press Office and media links. Responsible for providing appropriate shift cover for Press Officers.

Chief Press Officer

Responsible as the first point of contact for a developing crisis situation. Will ensure that conference call facilities and key contact points are available to establish an initial media response line and to pull together the CD key staff necessary for the CD hub to operate.

e-Communications manager

Responsible for management and readiness of Websites.

Head of Marketing

Responsibility for readiness and operation of Advertising, printed material and direct mail and ensuring supporting material is updated, liaising with Head of CD Corporate Services.

Business and Administrative Support

Responsible for coordinating financial and staffing arrangements during an emergency and preparation and ensuring that critical staff are provided with appropriate equipment for remote working.

Role, size and organisation of Spokes

Spokes teams as necessary will be formed simultaneously with the central hub and supplemented by central staff according to the available resource on the ground under the guidance of the Director of Communications.

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The staff resources of Government News Network (GNN) and the Government Information and Communications Service (GCN) will be utilised to support and supplement CD resources, as will pre-approved agency and freelance staff called in to provide additional extra resource to both the spokes as well as the hub as required and prepared by the appropriate Heads of CD Units. When the time comes, this will enable the local operational team with their task of creating a local communications team - one of their key initial tasks. GNN would be alerted by the Director of Communications from the earliest suspicion of a crisis and extra staff would be drafted in to reinforce. GNN would relocate to form part of that team; central GCN press officers would be sent in if local GNN resources are not enough.

When activated, the Head of the Local Operational Team will oversee the local communications cell, which would be responsible for all internal, operational and external communications including local media handling and arrangements for local stakeholder briefings.

A vital role of the spokes is to ensure that the centre is kept informed of developments on the ground creating an 'information loop' which evolves in real time.

Action Plan in Event of a Crisis with Defra in the Lead – GENERIC ANNEX C (3)

The default point of contact in CD in a 'crisis' situation will be the Director of Communications. However individual policy emergency plans will recognise the appropriate Chief Press Officer as the first contact.

In the first few hours when a communications centre has yet to be set up the Chief Press Officer or Duty Press Officer will consult with the Director of Communications, or Head of News to:

- make the initial arrangements to convene a conference call with relevant officials, private offices, Defra Ministers, GNN, NCC, other Government Departments and Agencies and No. 10;
- the Director of Communications or Deputy will, in conjunction with the lead Directorate, agree a holding line with the media and other audiences.
- informs all key CD responsible officers plus relevant members of GNN and Number Ten by phone or urgent email (office hours) or by phone/text out of hours. (Mobile, office numbers and e-mail numbers of staff are available on the Defra Corporate Directory. Home numbers and those of Number Ten and GNN are circulated to relevant officers on a regular basis.)
- In liaison with the Director of Communications, the most senior press officer (on duty if out of hours) issue holding statements while the crisis cell forms.

As the cell forms, individual responsibilities are as follows: -

Accommodation

In the case of an animal disease issue such as a recurrence of FMD, the Head of the Central Communications Unit together with staff from the Central Communications Unit will immediately form the core of a multi-disciplinary "Communications Hub" co-located with the appropriate operational team and would work closely with veterinary experts and others as appropriate to develop key messages and issue briefing via the Knowledge Bank. For Animal Health Emergencies this would be at Page Street; for other crises, instructions will be issued by the as to whether or not the crisis can be handled from Nobel House/Whitehall Place offices or whether and if so where they should be collocated.

Meetings and OGDs

To ensure a cross-government approach, a representative from Number 10 and GCN should be included in all planning and update meetings immediately crisis is declared. In addition it is imperative an up to date report is prepared for the daily 0830 Number 10 Downing Street meeting. As press

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cuttings and news summaries are supplied by our contractors from late evening and throughout the night and early morning, some preparatory work can be undertaken by staff working the shift systems. Making this happen together with ensuring briefing by and availability of Defra ministers and policy officials, lawyers and scientific officers for the centre is among the responsibilities of the Head of the Central Communications Unit.

In addition to this preparatory work, there should be an early morning meeting, or at least a teleconference call, in which, in addition to CD staff, a Defra Minister and sufficient scientific, veterinary (if necessary), policy and legal expertise were present to finalise lines to take, and points to make. Again it may be important for veterinary and policy advice to be available to help with overnight preparatory work.

Policy meetings, such as CCC(O) are likely to meet in, for example, COBR at 0930 hrs prior to a 1030 hrs CCC and will need a report on how stories were playing at a regional level that morning on local radio and TV news bulletins and drive time programmes. This would be collected by GNN and relayed orally (given the time constraints)

Internal Communications

The Head of Internal Communications should immediately set up the necessary crisis communications systems for use by Communications Hubs and Regional Cells in communicating the crisis to a wider Defra staff audience. These include: -

- Newsflash or Surefax (if system is down or inaccessible);
- Intranet page update (or activated if dark);
- Necessary infrastructure to facilitate mass text messaging (text blasting);
- Activating 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.

Central Communications Unit

The principal role of the Central Communications Unit will be to organise production of relevant briefing, which will be located on the Knowledge Bank providing an authoritative, single source of briefing on the issue. So, in liaison with the necessary policy officials, the Central Communications Unit will immediately: -

- identify policy officials responsible;
- prepare lines to take for media, Ministers, No 10, CVO and for use with stakeholders;
- the brief should be converted to a Knowledge Network (KN) brief, checked with policy officials and published on the Knowledge Bank;

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- A copy sent to the AH website team so that they can publish a news item;
- If a press notice is also to be published this will be provided by Press Office;
- Update existing data, briefing and Q&A material;
- Prepare for the possible need to relocate staff to form nucleus of a communications hub in the policy team, if set up.

The Library should be among those alerted to be on standby so that the Library service 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. The Library holds a wealth of information on previous outbreaks and inquiry reports etc. as well as access to a number of electronic current awareness services.

Operational communications

Reporting jointly to the crisis cell leader and appropriate policy Director, this team would be concerned with:

- writing and issuing detailed operational instructions including 'Abstracts'. This Team would provide a simple abstract for all detailed instructions sent out to the field. This abstract would be the initial paragraph of the instructions as issued. It would also be incorporated into a VIPER "what's new" page to highlight changes;
- 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 management reports and statistical reports to the relevant policy official;
- Alerting the Central Communications Unit of any "exceptions" or difficult issues about which Ministers or officials need to be briefed. (This team, the formation of which would be a joint responsibility of the operational policy director and the CD crisis team leader (most probably the Director or Deputy Director of Communications) would consist of a mix of advisers, statisticians and admin staff. Drafting of actual communications materials should be carried out by a pre-designated team member who is trained in copywriting and communications planning.)

The Defra 'Family'

For the purpose of crisis management, Defra agencies (a full list is available at <http://www.defra.gov.uk/corporate/delivery/agents/index.htm>) should be treated as part of Defra and every assistance offered to them. They will be approached for media comment and should be briefed as part of the Defra team.

External communications

- UK national, international and industry media
Press officers may become aware of a possible crisis via the media within or outside of office hours. Whatever the circumstances, the **basic questions to ask** are:
 - what is the situation?
 - what information is available now for the media?
 - when is the situation likely to change?
 - who is in the lead (i.e. within Defra, within government, and on the scene)
 - do we need to send a Press Officer to the scene?
 - have Secretary of State, Ministers and Permanent Secretary been informed of developments?
 - does Number 10 know?

Within the press office, at any time, the Director of Communications and Head of News must be informed immediately of the nature of the incident and its apparent seriousness, and must agree a holding line to take pending liaison with the lead Policy Directorate. Any briefing material for the media should be agreed centrally at a senior policy level, and shared with the Central Communications Unit, Helpline, Private Offices, Number 10 and other appropriate Departments, such as Cabinet Office and Departments and Agencies who might have a shared responsibility

Local media

For regional incidents, the Head of News, in consultation with Chief Press Officer(s), will decide whether the Government News Network (GNN) is fully equipped to offer support to local offices or whether it is necessary to send HQ Press Office to offer support on a temporarily based in the region and join the 'spoke' cell.

As and when it is appropriate to arrange a ministerial visit, the Head of News will decide if HQ press office personnel are better deployed in London or with the Minister, and whether GNN locally is fully equipped to support a Ministerial visit.

Whatever the crisis, the Director of Communications, in co-ordination with the GNN Regional Director, will establish a systematic briefing of local and regional media and contribute toward stakeholder communication efforts.

Priorities are to deal with media bids for interviews and prepare Regional Operations Directors for interviews, assist with local media handling support, in liaison with Briefing Unit to prepare "holding" line to take for local media and to consider the need to hold briefing for local media. The Head of News,

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in coordination with GNN, should organise and accompany the local spokesperson and provide a 24-hour contact point for local media.

Marketing/ e-Communications

In the event of a crisis, it will be the responsibility of the Strategic Communications Adviser and these teams to immediately access and update the pre-prepared materials on the Intranet site and held electronically.

- **Publicity**
 - Establish liaison with COI to deliver advertising requirements;
 - Access to design and typesetting services;
 - Access to conference delivery services.
 - Access to prepared material.
- **Contracts & Print**
 - Deliver print management and distribution services to co-ordinate any necessary reprints, forms, warning notices etc.
 - Outline and brief contractors for possible requirement to deliver letters from Ministers/relevant news bulletins.
- **Website, Helpline**

Defra's website is a key source of information in the event of a crisis. The Head of News is to ensure 24/7 capability availability for updating the Defra website in conjunction with the Head of eCommunications; to consider increasing staffing levels in order to do so and in so doing, take necessary steps to ensure that the design of web pages makes site accessible and easy to navigate. The Head of eCommunications needs to 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.

For all crises, in the event of the crisis plan being invoked, the Head of eCommunications, directed by the Director of Communications, site should include within 24 hours: -

- 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.)

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Helpline

The Head of the Central Communications Unit in consultation with the helpline client manager is responsible for immediately ensuring the necessary information reaches the Defra General Helpline 08459 335577 to prepare for intense public interest.

Stakeholder Communications

UNTIL THE SHARED DATABASE IS ROLLED OUT ACROSS THE DEPARTMENT the following steps should therefore be taken by the Strategic Communications Adviser working with CD's Stakeholder Intelligence and Relations Team the within 24 hours of the crisis plan being invoked: -

- In conjunction with the Lead Division define priority stakeholders and input their details to a shared database template Where possible, a telephone call should be made and followed up with written materials as below, however at the minimum for those stakeholders directly affected, an email, mailshot or fax should be prepared and sent.
- Whatever the crisis, regular stakeholder meetings will be held, chaired by a senior official or minister. CD should be represented at these meetings and will need to get included in Lead Dir/Div plans.
- Correspondence will be dealt with by the centre unless a pre-existing relationship exists on a local level and in which case the hub will provide the necessary tools/materials to the spoke for issue/dissemination.

CCS Co-ordination Desk

The CCS has set up a co-ordination desk which serves the dual functions of:

- providing a central contact point for Departments who want information on Central Government arrangements following a disruptive event; and
- giving a mechanism for distributing information on Central Government arrangements to Departments.

For those crises in which Defra plays an auxiliary role such as clearing up after a chemical, nuclear, radiological or other such incident, a judgement will be taken at which point Defra is moved in and out of 'crisis' mode. In any scenario Defra must work with other government departments such as Number 10.

Among the committees and subcommittees of the CCC is the CCC Communications sub-Committee. Its terms of reference are:

"to handle communications aspects arising an actual or potential national crisis in support of CCC..... "

The central communications team, if set up, would be located in 10 Great George Street. It 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

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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.

STAKEHOLDER INVOLVEMENT

Timely involvement of stakeholders as an integral part of the communications picture. This must be pro-actively pursued at national and local level.

National

Key stakeholders will be invited to send a representative to the NDCC to participate in 'birdtable' meetings and provide input to policy, strategy and tactical development. Regular stakeholder meetings will be held, chaired by a senior official or minister.

Regional

The ROD will co-ordinate stakeholder meetings, with briefing and co-ordination being handled by the LDCC Communications manager.

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[illegible]

Defra Release of Personal Data in Accordance with Data Protection Act – GENERIC ANNEX D

Releasing personal data

DEFRA's policy is to be as transparent as possible in the handling and release of information, whilst observing Data Protection Act (DPA) obligations in relation to personal data. Any release of an individual's personal data to a third party can only take place if such action does not breach any of the 8 data protection Principles listed in Schedule 1 of the DPA:

<http://www.defra.gov.uk/corporate/opengov/personaldata.htm> or
<http://www.hms0.gov.uk/acts/acts1998/80029--l.htm#sch1>

Infected Premises

At the least the location of infected premises will appear on the Defra website. Such disclosure will be necessary for the purposes of disease control, which is one of Defra's key functions. Also, publication of these details on the website is in the substantial public interest because of the effectiveness of the Internet in making information widely available as rapidly as possible. Disclosure on the website alerts the public not to visit the infected areas unnecessarily. This therefore reduces the risk of further contamination and assists the authorities in combating the disease. Release of this information for the purposes of assisting to combat the disease will be in accordance with the data protection principles in Schedule 1 of the DPA.

Dangerous Contact Premises and Slaughter on Suspicion Premises

Affected farms will have public notices placed at their gates, as a warning against transmission of the disease. There are insufficient disease control imperatives to justify widespread disclosure of this information. Publication on the website will **not** therefore be appropriate, as it would likely breach the first data protection principle in Schedule 1 of the DPA.

Defra will consider disclosing details of all premises where animals have been culled to organisations with a legitimate interest in disease control, safeguarding public health or co-ordination of rural recovery programmes, provided that such disclosure would not breach any data protection principles in Schedule 1 of the DPA.

Health and Safety Plan – GENERIC ANNEX E

1. On Suspicion of a Case of FMD, AI, ND or CSF (Amber alert)

- The Head of SVS HQ Delivery Services Division must inform the SVS Health and Safety Manager and the Departmental Health and Safety Manager;
- The Departmental Health and Safety Manager (DHSM) will notify: -
 - 1) all competent safety professionals¹ working within Defra and its Agencies and ensure that the employee support services are alerted.
 - 2) the Department's occupational health provider

2. On Confirmation of a Case of FMD, AI, ND or CSF (Red Alert)

- The Departmental Health and Safety Manager will allocate a safety professional(s) to be attached to each LDCC. The name of this person will be passed to the relevant ROD/DVM, as will the contact details of the local welfare officer;
- The DHSM will ensure that there is sufficient health and safety professional cover to allow for suitable working patterns
- Where the disease outbreak is a zoonose, the DHSM will ensure that the relevant arrangements in place with the occupational health provider are put into place and operated consistently throughout Defra. He/ she will also ensure that a similar regime is in place with the Health Protection Agency (if involved) and the HPA and the occupational health provide and maintain appropriate contact.
- The DHSM will provide strategic safety advice and guidance to the Deputy Director of the NDCC. The SVS Health and Safety Manager will have oversight of the operational aspects of the work. Both the DHSM and the SVS HSM will work together to ensure that risks are appropriately controlled.
- The DHSM will inform the relevant senior managers within the Health and Safety Executive of developments and will ensure liaison between Defra and HSE is undertaken at a national level;
- Depending on the scale of the outbreak the DHSM will arrange for assistance from external health and safety providers.;
- The DHSM in liaison with the SVSHSM will ensure that relevant risk assessments and other documentation/arrangements necessary to comply with legislation are produced in relation to the work undertaken by Defra.
- The DHSM and the SVSHSM ensure that the safety professionals in the LDCC work in a co-ordinated manner, to ensure consistency of approach.

¹ those individuals who are employed by the Department as full time safety advisors and are members of the Institution of Occupational Safety and Health (IOSH)

3. Role of the Safety Professional in LDCC

- To act as Health and Safety Adviser at the LDCC advising and assisting NDCC Managers to fulfil their H&S responsibilities;
- To provide a contact/liaison point for H&S issues between the local LDCC and national NDCC;
- To liaise with the Departmental Health and Safety Manager, SVS Health and Safety Manager and other safety professionals as necessary (including the occupational health service) to ensure parity of approach for H&S issues across the Dept.

4. Job Functions of the Safety Adviser within the LDCC

The safety adviser attached to each LDCC will:-

- ensure that health and safety office is established with all necessary facilities including telephone and PC Communications links, files, documentation and dedicated administrative support;
- establish lines of communication with NDCC via head of DHSU (or other nominated safety professional in NDCC), with H&S professionals in other LDCCs, with local HSE, with the occupational health service/ Health Protection Agency (where relevant) and with H&S persons in other organisations working with or under contract to Defra relevant to the locality of work;
- establish a Health and Safety team within the locality, based on risk (numbers will depend on size of emergency within any particular LDCC) drawn from local staff with appropriate experience or from register of available persons with H&S expertise. Any shortfall in numbers of available staff will be identified by the safety professional, who will inform DHSU;
- provide **basic training** to others to enable the health and safety team to function appropriately;
- undertake **safety briefings for all staff from day one** and ensure that these are done on a sufficiently regular basis so that all are briefed on health and safety issues, relevant to the risk, before starting work. These briefings should include the arrangements in place to ensure employee support. Records must be kept of those staff attending briefings;
- organise and delivery under national guidelines (to be agreed via DHSU) more in depth **training and safety briefings for managers and specialist groups locally** e.g. Slaughter teams, C&D teams, Bleeding teams and if necessary outside bodies which may include contractors representatives and military personnel;
- ensure that basic health and safety **information packs** and other local documentation are kept up to date and include centrally issued information and are available/issued to all staff that need them and as

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far as possible records are kept of those staff issued with the documents;

- ensure that there is **health and safety documentation** relevant for each premises and that all safety reports, records and information are filed appropriately;
- ensure **visits to premises** are undertaken by the local safety team to carry out preliminary inspections;
- monitor compliance of health and safety procedures and assist and advise managers on appropriate safety requirements relevant to the risk;
- attend **management meetings/briefing and debriefing sessions** and ensure that Centre Managers and NDCC (via DHSU) are kept informed and advised on current and anticipated H&S issues and problem areas;
- monitor and assess the **requirements for additional health & safety support** as situations develop/risk increases and ensure NDCC (via DHSU) are kept apprised;
- ensure that the Departmental system for **reporting and recording accidents** is in place and that all staff are aware of accident reporting procedures and accidents are reported appropriately (see HASAN 1);
- Ensure that all RIDDOR accidents/incidents are reported to HSE in line with the requirements of the Regulations and Departmental policy (HASAN 1);
- assist with **investigation of accidents and incidents** liaising with HSE and other outside bodies as necessary. Feed information back to NDCC via DHSU so that Risk Assessments and work practices can be reviewed and updated.

Staff Welfare – GENERIC ANNEX F

- 1. On Suspicion of a Case of FMD, AI, ND or CSF (Amber Alert)**
 - The Departmental Health and Safety manager (DHSM), will alert Defra's employee support services, including the Employee Assistance Programme (EAP);
 - All ESA's working within Defra and its Agencies will be notified by the Head of Health, Work, and Wellbeing or his/her deputy requesting their availability on standby. Depending on the scale of the outbreak, the Employee Support Services Manager will arrange for assistance from external sources
 - The Health, Work and Wellbeing Team (HWWT) will establish a clear line of communication to manage a joined-up approach in respect of welfare issues affecting staff.
- 2. On Suspicion of a Case of FMD, AI, ND or CSF (Red Alert)**
 - The Employee Support Service Manager will allocate an Employee Support Adviser to assist in delivering the employee support arrangements in each LDCC and HQ offices. The contact details will be passed to the relevant ROD;
 - The Counselling Support Service will be available 24 hours daily (including weekends);
 - The Employee Support Service Manager will make contact with the NDCC (via the Departmental Health and Safety Manager) and provide strategic welfare advice and guidance to the Deputy Director of the NDCC;
 - The Employee Support Service Manager will ensure that relevant documentation/arrangements are properly communicated and made available to staff accordingly.
- 3. Role of the Employee Support Service Advisor**
 - Where an Employee Support Adviser has been allocated to a LDCC, he/she will act as a point of contact giving guidance and assisting managers and staff where needed.
 - To provide a contact/liaison point for employee support issues between the local LDCC (HQ Offices) and national NDCC;
 - To liaise with the Employee Support Service Manager and local H & S counterparts, as necessary to ensure parity of approach for welfare issues across the Department.
- 4. Job Functions of the Employee Support Adviser.**

The Welfare Officer attached to each LDCC (and HQ offices) will: -

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- establish close working relationships with the HR team responsible for the LDCC (and HQ offices) identifying how best to deliver the services;
- ensure that the employee support arrangements (names, contact numbers etc) are clearly and visibly promoted locally through publications, briefings and intentional contact with manager's and staff within the LDCC;
- ensure that the support service **information packs** are kept up to date for distribution at a local level and include relevant centrally issued information.
- establish lines of communication with NDCC via Employee Support Service Manager CWO and with persons in other organisations working with or under contract to Defra in relation to the employee support arrangements;
- attend **management meetings/briefing and debriefing sessions** where possible and ensure that Centre Managers and NDCC (via Employee Support Service Manager) are kept informed and advised on current and anticipated welfare issues and problem areas;
- ensure that the employee support arrangements **at the LDCC is visible** ;
- continually monitor and assess the **requirements for additional employee support** as situations develop/risk increases and ensure NDCC (via Employee Support Service Manager) are kept appraised;

5. Ongoing Welfare Support Post AI / ND Outbreak

The Employee Support Service is committed to maintaining an appropriate and specifically targeted level of support throughout the emergency situation and particularly recognises the ongoing needs and support required post-emergency. Resources and level of service will be assessed accordingly, to meet these increased needs and demands for as long as is considered necessary. The Employee Support Service will support the process of re-integrating staff back into their normal jobs.

Protocol for Restrictions on Public Rights of Way and Access to Open Country in the Event of an Outbreak of Disease – GENERIC ANNEX G

Preface

- 1. This protocol has been prepared for use in the event of an outbreak of disease covered by the National Contingency Plan. It aims to guide any decision to exercise powers that prohibit the movement of people to or from land in order to prevent the spread of disease where this will affect public rights of way or land over which the public has access.*
- 2. In the event of a disease outbreak, inspectors² may have the power to prohibit entry on to any land within designated areas and, in some cases, a specific power to close rights of way. In cases where the power is used to prohibit entry to designated areas, this power would, incidentally, enable the prohibition of entry on to any public right of way or land to which the public has a right of access situated within the designated areas.*

Introduction

3. This protocol contains Government guidance on the degree to which restrictions on public access to the countryside should be imposed in any future outbreak of disease. It has been prepared in the light of advice and recommendations by the Government's rural recovery co-ordinator, Lord Haskins, and the Rural Task Force, which was established to look at the consequences of the 2001 Foot and Mouth Disease outbreak.
4. The approach set out here is based on the lessons learnt from the 2001 outbreak. However, the nature and circumstances of a future contagious disease outbreak may differ from those of the 2001 outbreak and adaptations be made accordingly. This protocol is therefore a starting point for an evidence-based approach and will be reviewed on a regular basis.
5. As recommended by Lord Haskins and the Rural Task Force, the protocol is based on the clear principle that there should be a presumption in favour of maintaining public access. Thus, any decision to close land over which there is a public right of way, or where there is public open space or a right of access to open country, should be taken only when it is clearly necessary to do so.
6. The area surrounding premises where there has been an outbreak of disease is usually divided into a protection zone and a surveillance zone. Generally, a protection zone will consist of a radius of at least 3km around the premises and a surveillance zone of a radius of at least 10km around the

² An inspector means a person appointed by the Secretary of State, by a local authority for the purposes of the Animal Health Act 1981 or a veterinary inspector appointed by the Secretary of State.

premises. Current veterinary advice is that outside a protection zone, the risk of rights of way users and other visitors to the countryside spreading disease is low. Consequently, although access to rights of way and other forms of public access within a protection zones may need to be restricted where the evidence justifies this, those outside may safely be left unaffected. Farmers and other people in contact with animals pose a considerably greater risk of spreading disease than rights of way users, and those that have access to land whether by right or permission.

Protocol for Inspectors

7. When the exercise of powers would affect a public right of way or land to which the public has access, whether by right or permission, inspectors should:

- use their powers sparingly and only as far as is necessary to control the spread of the disease;
- prohibit entry to land within a protection zone only where this is justified on the basis of advice such as may be contained in a veterinary risk assessment (if appropriate) for the disease;
- *prohibit entry to land outside a protection zone or in a controlled area within an infected area only when there is clear and specific written veterinary advice that not doing so would undermine other measures aimed at controlling the spread of disease;
- **(the following para is an alternative to the proceeding para. It was suggested by Dave Waterman but not taken into account)**
- prohibit entry to land outside a protection zone only on the basis of advice that not doing so would undermine other measures aimed at controlling the spread of disease;
- keep prohibitions of entry under review and lift them as soon as there is no longer any justification for preventing public access on the grounds of disease control - any notices prohibiting entry to land should be removed as soon as the prohibitions are lifted;
- use powers in such a way that when rights of way or other forms of access have to be closed, they are closed up to a junction with another right of way or highway, or in the case of open areas to a clearly definable physical feature, e.g. a road or river, rather than by reference to some point at an arbitrary distance from the infected place.

Information

8. The Government will ensure that guidance is made available to local authorities from the earliest possible stage of any disease outbreak. The Government will also give high priority to ensuring that up to date information is readily available to the public about which rights of way, and other areas normally open to public access, have been affected by establishing a formal communications structure as detailed in **Volume 1: Generic Plan, Section 5.**

9. Attention will be given to improving the understanding of both farmers and visitors to the countryside of their roles and responsibilities in minimising the risk of spreading contagious disease.

Unjustified closure notices

10. Where no prohibitions on entry to land are in place, precautionary notices such as "This footpath is open, but please consider whether your walk is necessary" should not be posted nor sanctioned by local authorities. Inspectors should ensure that notices prohibiting entry to land are removed as soon as the restrictions prohibiting entry can be lifted.

Action by local highway authorities and National Park authorities

11. Authorities should:

- *use their powers in the National Parks and Access to the Countryside Act 1949 to take action against anyone displaying notices that contain false or misleading statements likely to deter the public from using a public right of way;
- *use their powers under section 57 of the National Parks and Access to the Countryside Act 1949 to prosecute any person displaying a notice containing false or misleading statements likely to deter the public from using a right of way. If convicted under section 57 a person displaying such a notice may be ordered by the courts to remove it;
- use the powers in sections 130 and 132 of the Highways Act 1980 to take action against anyone attempting to deny lawful public access by physical obstruction;
- take action against anyone displaying false or misleading notices on access land to deter public use as set out in section 14 of the Countryside and Rights of Way Act 2000.

Biosecurity Advice and Guidance – GENERIC ANNEX H

Biosecurity guidance to prevent the spread of animal diseases has been developed to reflect the provisions of the Animal Health Act 1981 (as amended by the Animal Health 2002). This guide, for anyone who comes into contact with animals, can be found on the Defra website at:

http://www.defra.gov.uk/animalh/diseases/pdf/biosecurity_guidance.pdf

Further biosecurity information is available at:

<http://www.defra.gov.uk/animalh/diseases/control/biosecurity/index.htm>

BIOSECURITY GUIDANCE TO PREVENT THE SPREAD OF ANIMAL DISEASES

BIOSECURITY GUIDANCE ON ENTERING OR LEAVING PLACES WHERE FARM ANIMALS ARE KEPT OR HAVE BEEN KEPT

This guidance applies to **everyone** who enters a farm or premises with farm animals, or enters land used for grazing or keeping farm animals. This includes:

- owners of farm animals;
- those in charge of farm animals at any time, for example hauliers;
- vets and others who provide animals services, including Artificial Insemination technicians, foot trimmers, sheep dippers and scanner operators;
- government officials, including Local Government employees and staff working for Non Departmental Public Bodies;
- any contractor or other person acting for or on behalf of those already mentioned;
- others who access agricultural land, whether for business or pleasure.

It deals with the precautions to be taken when entering or leaving any premises with farm animals in the absence of an outbreak of exotic animal disease; after confirmation of an outbreak of exotic animal disease; and to premises under specific animal disease restrictions.

The guidance is prepared under the Animal Health Act 1981, Section 6A (as amended by the Animal Health Act 2002, Section 16). It is not intended to interfere with sensible public access to land and enjoyment of the countryside.

The message is simple:

- **Disease may not always be apparent, especially in its early stages;**
- **Be clean, particularly if handling animals or moving between different premises.**

Index Page

Introduction including definitions and risk

Section 1. Visits to More Than One Premises with Farm Animals where there is Direct Contact with Farm Animals

- 1.1. In the Absence of an Outbreak of an Exotic Animal Disease
- 1.2. During an Outbreak of an Exotic Animal Disease
- 1.3. Premises under Specific Disease Control Restrictions

Section 2 Other Agricultural Related Visits To Premises with Farm Animals

- 2.1. In the Absence of an Outbreak of an Exotic Animal Disease
- 2.2. During an Outbreak of an Exotic Animal Disease
- 2.3. Premises under Specific Restrictions

Section 3 Non-agricultural Related Visits to Premises with Farm Animals

- 3.1. In the Absence of an Outbreak of an Exotic Animal Disease
- 3.2. During an Outbreak of an Exotic Animal Disease
- 3.3. Premises under Specific Restrictions

Section 4 Compulsory Biosecurity Measures Within Restricted Infected Areas

Volume 1: Generic Plan, Annex H (1) General Biosecurity Measures When In Direct Contact With Farm Animals

Volume 1: Generic Plan, Annex H (2) Additional Biosecurity Measures When Visiting Premises With Farm Animals During an Outbreak of An Exotic Animal Disease

Volume 1: Generic Plan, Annex H (3) Measures, which must be observed for Visits to Premises Under Specific Restrictions

Introduction

1) Farm to farm movement of infected livestock is the most effective means by which animal diseases such as FMD can be spread. Contacts with infected stock and with their excrement also pose significant risks. Clothes, boots, vehicles and equipment can become contaminated and can carry disease from one premises to another. Diseases can also be spread by other means, such as wildlife, air movement or other vectors. This Guidance describes measures which will minimise the spread of diseases between different premises *via* contaminated clothes, boots, vehicles and equipment.

2) Implementing biosecurity measures as standard practice helps ensure that all those working with farm animals or coming into contact with them do not spread disease when they enter or leave a premises. This is important whether or not any disease outbreaks have been reported. Some diseases are zoonotic - they can be transmitted between humans and animals - therefore there are good public and occupational health reasons for having biosecurity measures. Proper biosecurity, which effectively reduces the incursion and spread of disease, reduces disease control costs and helps prevent the spread of plant diseases too.

3) For the purposes of these Guidance Notes the following definitions apply:

a) '**Biosecurity**' is the prevention of disease causing agents entering or leaving any place where farm animals are present (or have been present recently – see paragraph 6). It involves a number of measures and protocols designed to prevent disease causing agents from entering or leaving a property and being spread.

b) '**person**' means anybody who enters or leaves a premises with farm animals;

c) '**equipment**' means any thing which has been in contact with livestock or has been visibly contaminated with manure or other livestock products and is to be taken on to or off a premises with farm animals;

d) '**premises with farm animals**' means any premises in which farm animals are present either as a commercial concern or as pets. It also includes farms, livestock markets, shows, slaughterhouses and other premises where farm animals have been present in the recent past or are to be introduced.

e) '**direct contact**' means handling or intention to handle farm animals or working near farm animals where clothing may become contaminated, for example by saliva, excreta or milk.

f) '**disinfected**' means use of a disinfectant approved under the Diseases of Animals (Approved Disinfectants) Order 1978 at the specified dilution rates and in compliance with the labelling instructions. Information on approved

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disinfectants can be found on the Defra website at:

http://www.defra.gov.uk/animalh/diseases/control/testing_disinfectants.htm .

g) **'an Outbreak of an Exotic Disease'** is where the Chief Veterinary Officer of Defra has confirmed the presence of disease, for e.g. foot and mouth disease, classical swine fever, avian influenza, Newcastle disease. In the event of an outbreak a Press Release would be issued immediately and details posted on the Defra website. Details of Exotic Animal Diseases can be found on the Defra website.

4) Disease is not always apparent, especially in its early stages. Any person visiting a premises with farm animals and not carrying out effective biosecurity measures on entry and on leaving a premises runs the risk of spreading diseases to or from that premises. It is important to apply biosecurity measures even when animals have been removed from the premises, as disease causing agents and their vectors can persist after the animals have left. The biosecurity measures taken should reflect the risk involved.

5) The most important biosecurity measures are:

a) To ensure that methods of working are designed to minimise where possible the movements of people, vehicles or equipment into areas where farm animals are kept, including fields, sheds, markets or other holding areas. This will minimise the potential contamination of people, vehicles and equipment with material that could carry diseases – manure, slurry and other products.

b) If direct contact with farm animals cannot be prevented then it is best practice to cleanse and disinfect protective clothing, footwear, equipment, vehicles etc. before and after the contact with the animals, or use disposable protective clothing.

6) In some premises farm animals are present for short periods of time e.g. showgrounds and markets. If these premises cannot be cleansed and disinfected then there is a legal requirement to rest them for 27 days. This rest period is critical for allowing the detection of some exotic diseases in animals that used the premises and, for most disease agents, reduces the risk to animals that subsequently use the land by allowing the infectious agent to decay naturally.

7) **Common land.** Common grazing provides an opportunity for the spread of disease. Owners and keepers need to follow these biosecurity guidelines every time they visit the common land in the same way as they would if they visited another premises with farm animals. The low stocking rates found on the large tracts of unenclosed rough grazing means that disease transmission by others, such as recreational users, is less likely.

8) The appropriate biosecurity measures depend on the risk associated with the visit. The risk of spreading disease varies with the degree of exposure to the animals and their products (e.g. manure, used bedding, milk etc) and the

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likelihood of passing infection on to others. Factors that determine the risks associated with visits include:

- a) Type of premises – e.g. arable, livestock, mixed, horticultural;
 - b) Restrictions applied to the premises – e.g. animal disease control;
 - c) Restrictions applied on all premises in a defined area – e.g. Restricted Infected Area / Infected Area;
 - d) Extent and reason for the visit – e.g. farm house, B&B, animal handling or inspection, land inspection.
- These are covered in more detail in the following Sections and Annexes. Unnecessary contact with animals is best avoided.

Section 1 - Visits to More Than One Premises with Farm Animals where there is Direct Contact with Farm Animals

1.1. In the Absence of an Outbreak of an Exotic Animal Disease

1.1.1. Persons entering premises with farm animals with the specific intention of handling animals (or their products) should wear protective clothing and footwear. The measures to be taken are at **Volume 1: Generic Plan, Annex H (1)**. Such persons should ensure that any vehicles or equipment taken with them are clean on arrival, making use of any facilities available.

1.2. During an Outbreak of an Exotic Animal Disease

1.2.1. Visiting premises with susceptible animals in the event of a disease outbreak increases the risk that disease may be taken on to or off the premises as disease is not always apparent, especially in its early stages.

1.2.2. Only essential visitors should visit any premises with farm animals within areas where restrictions have been imposed. The minimum biosecurity measures to be taken are in **Volume 1: Generic Plan, Annex H (2)**.

1.2.3. The risk of spreading diseases is minimised when appropriate biosecurity measures are observed. Non-essential visits to premises with farm animals should be suspended.

1.3. Premises Under Specific Disease Control Restrictions

1.3.1. Under these circumstances only essential visitors should visit any premises that are subject to any specific animal health disease restrictions. Such visits may need to be licensed and the licence conditions and requirements followed. This is required by law and a breach may result in a criminal penalty.

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1.3.2. Where a person needs to visit premises (e.g. statutory visit or inspection) on which animals have been or are about to be slaughtered for disease control reasons, the visit will only be permitted provided appropriate biosecurity measures are taken. Visits will normally only be authorised after slaughter and preliminary cleansing and disinfection of the premises have been completed. Such visits can only be made with the permission of the Divisional Veterinary Manager who will issue a licence where necessary. The measures to be taken are in Volume 1: Generic Plan, Annex H (3).

1.3.3. In very exceptional circumstances a person may have to visit a premises before preliminary cleansing and disinfection has been completed. Such visits can only be made with the permission of the DVM and under the authority of a licence. The person may be accompanied by an officer from the AHDO and must comply with the conditions in the schedule to the restrictions and any additional requirements of the licence. The person must follow the precautions in Volume 1: Generic Plan, Annex H (3), particularly any requirement for a quarantine period, which in the case of FMD is 72 hours.

Section 2 – Other Agricultural Related Visits to Premises with Farm Animals

2.1. In the Absence of an Outbreak of an Exotic Animal Disease

2.1.1. Persons entering a premises with farm animals should ensure their shoes or boots are clean when they enter and again when they leave. This applies even if they do not expect to come into contact with animals or their products. They should make use of any facilities provided and ensure, before and after the visit, that there is no manure or other animal product to be seen on their footwear, other clothing, vehicle or anything else taken with them.

2.2. During an Outbreak of an Exotic Animal Disease

2.2.1. The guidance in Section 1.2 above (paragraphs 1.2.1 - 1.2.3) applies.

2.3. Premises Under Specific Restrictions

2.3.1. The guidance in Section 1.3 above (paragraphs 1.3.1 - 1.3.3) applies.

Section 3 - Non Agricultural Related Visits to Premises with Farm Animals

This section is aimed at recreational, social and non-farming visits, including visits by the public to Community Farms and access by power/water companies, for example.

3.1. In the Absence of an Outbreak of an Exotic Disease

3.1.1. Those who visit or have a right of access through premises with farm animals, for example on public footpaths or bridleways, should respect the legal boundaries and legal notices and use any facilities provided to clean mud/manure off footwear and vehicles (wheels, wheel arches etc). Direct

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contact with animals should be avoided. Where animals are handled or touched, hands should be washed as soon as practical.

3.2. During an Outbreak of an Exotic Animal Disease

3.2.1. Visiting premises with susceptible animals in the event of a disease outbreak increases the risk that the disease may be taken on to or off the livestock premises.

3.2.2. Those who visit or have a right of access through premises with farm animals, for example on a public right of way, should respect the legal boundaries and legal notices and use any disinfection facilities provided to clean mud/manure off footwear and vehicles (wheels, wheel arches etc). Direct contact with livestock should be avoided.

3.2.3. 'Official' rights of way closure signs may appear in an area around an Infected Premises within an Infected Area or a Restricted Infected Area. These must be respected.

3.3. Premises Under Specific Restrictions

3.3.1. The guidance in Section 1.3 above (paragraphs 1.3.1 - 1.3.3) applies.

Section 4 - Compulsory Biosecurity Measures Within Restricted Infected Areas

4.1. There are compulsory biosecurity measures that must be adopted when a Restricted Infected Area has been declared. These are required by law and their breach may result in a criminal penalty. They include:

a) Any vehicle or trailer entering or leaving a premises must be cleansed and disinfected on the outside and underside (and include the tyres (including the whole circumference of their treads), wheel arches, mudguards and mud flaps of the vehicle). Any parts of the vehicle or trailer where farm animals have been must also be cleansed and disinfected. All visible traces of mud, slurry, animal faeces, droppings or excretions or other similar matter must be removed, including any inside the vehicle. This must be done at the entrance and exit.

b) No person shall enter or leave any livestock premises wearing clothing or boots which are visibly contaminated with mud, slurry, animal faeces, droppings or excretions or any other similar matter or without cleansing and disinfecting the outer surfaces of their footwear on entering or leaving those premises.

c) Any person who tends any animal shall not leave the livestock premises on which the animal is kept wearing the outer clothing and footwear which they wore whilst tending the animal unless that clothing and footwear have been thoroughly cleansed and disinfected.

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d) The owner or occupier of any premises where animals are kept shall maintain a footbath containing an approved disinfectant in some convenient place at every exit from those premises and renew the disinfectant as frequently as is necessary to maintain a clean solution and if so directed by an inspector.

General Biosecurity Measures when in Direct Contact with Farm Animals – GENERIC ANNEX H (1)

- 1) Where appropriate the visit should be made with the agreement of the owner or premises manager and any reasonable requests for additional biosecurity measures should be observed, especially if you have visited another premises with farm animals in the previous 3 days.
- 2) Livestock vehicles or trailers must be cleansed and disinfected in accordance with current legislation.
- 3) If other vehicles are taken on to the premises they should, wherever possible, be parked on hard standing away from farm animals and must be visibly free of animal excreta, slurry etc. Vehicles or trailers should not normally be taken into areas where farm animals have access – these arrangements should be confirmed, where appropriate, with the owner or premises manager in advance of the visit. Before leaving the premises all visible contamination with manure, slurry or similar material must be removed (including where appropriate, cleaning of the inside of vehicles, especially foot wells and pedals). If this is not possible, vehicles and trailers must be cleaned before they are taken onto another premises with farm animals, either at the end of the day or before the next visit.
- 4) Owners or farm managers are recommended to have facilities available for disinfecting vehicles, footwear and clothing. If facilities are NOT available on farm cleansing and disinfection should be arranged as soon as possible and before the next visit to a premises with farm animals.
- 5) Suitable protective clothing and footwear must be worn on all premises where visits include entering areas where farm animals are present or to which they normally have access. The type of protective clothing and footwear required depends on the nature of the visit, e.g. the protection required for a visit to a dairy herd would differ from that required for a visit to an extensive premises on moorland. Contractors such as shearers should ensure clothing is changed and washed between visits to different premises.
- 6) The purpose of the protective clothing and footwear is to prevent any contamination being carried from premises to premises. Protective clothing and footwear may be disposable or re-usable. The following are *examples* of types of protective clothing:
 - a) Disposable boiler type suits. These can be used once and should be discarded at the end of the visit to the premises. They can be left on the premises with the owner's agreement or bagged and suitably disposed of later, as can disposable overshoes for footwear.
 - b) Non-disposable protective clothing (e.g. cotton boiler suits or cotton coats). These may be used once and should be laundered before being re-used on any other livestock premises.

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- c) Waterproof protective clothing and waterproof boots. These should be cleansed and disinfected before entering the premises and again at the end of the visit just before leaving the premises.
- 7) All equipment used must be clean on arrival and on departure. Great care must be taken when cleaning electrical apparatus or tools. Where possible equipment should be protected from contamination e.g. using plastic bags. **Health and Safety rules must be observed.** Where equipment can be cleansed and disinfected this must be done before entry to the premises and again on departure.
- 8) For premises catering for Bed and Breakfast or farm tourism, it is advisable to keep visitors away from direct contact with farm animals and ensure as far as possible that they and their vehicles do not come into contact with animal excreta etc. Where there is contact with animals then hands should be washed and any contaminated clothing or shoes cleaned.

Additional Biosecurity Measures when Visiting Premises with Farm Animals during an Outbreak of an Exotic Animal Disease – GENERIC ANNEX H (2)

The following measures must be observed:

9) The measures listed in **Volume 1: Generic Plan, Annex H (1)**

10) It is recommended that either clean non-disposable protective clothing or waterproof protective clothing and waterproof boots are worn.

11) Sufficient water, disinfectant and disinfecting equipment should be taken on the visit, even if facilities for disinfecting clothes, footwear, equipment or vehicles are thought to be available on the premises.

Non-essential vehicles, e.g. cars/vans, should be parked outside the premises wherever practical.

Measures which must be Observed for Visits to Premises Under Specific Restrictions – GENERIC ANNEX H (3)

The following measures must be observed:

- 1) The measures listed in **Volume 1: Generic Plan, Annex H (2)**
- 2) A visit should be made only with the permission of the DVM who will issue a licence where necessary.
- 3) Waterproof protective clothing and waterproof boots should be worn at all times unless there is specific written dispensation from the DVM.
- 4) Any additional measures required by the licence. This may include a quarantine period. For example, in the case of foot and mouth disease, avian influenza or Newcastle disease any person who comes into direct contact with relevant susceptible animals or poultry, their manure, by-products or carcasses either in the course of their work or as a consequence of residing on a premises on which such susceptible animals are kept should not visit another livestock premises for 72 hours unless authorised in writing by the DVM.

Operational Partners: Roles and Responsibilities – GENERIC ANNEX I

Environment Agency

The EA is the lead organisation for protecting and improving the environment in England and Wales. The Agency's core role during the response to an animal disease outbreak is to respond to, and provide co-ordination and management of, the environmental consequences of the outbreak.

During an animal disease outbreak, the Agency will take action, where appropriate:

- to assess the risk to the environment posed by the outbreak
- to prevent or minimise the impact on the environment and property
- prevent and control the input of pollutants into air, land and water;
- work in partnership with other key organisations to ensure that incidents are controlled and managed in an integrated fashion;
- to consider what action to take in respect of the remedial measures required
- to issue relevant permits before waste management/disposal activities commence (for example relating to landfills or incinerators)
- to notify, warn or advise relevant stakeholders of potential or actual environmental risks

The Agency does not lead on air quality issues or health impacts on the wider population. Such matters are dealt with in partnership with local and health authorities.

In an outbreak, the Agency will have representatives at both the JCC in London and LDCCs. If necessary, it will also be represented on Regional Civil Contingencies Committee (RCCC) meetings.

Department of Health

The DoH's role is to provide clear and unambiguous advice on the human health implications of an animal disease outbreak.

The Department's role in the event of an outbreak would be to provide Strategic guidance and advice on prophylaxis and treatment where necessary.

Health Protection Agency

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.

In the event of an outbreak, the HPA would provide input to LDCCs and:

- 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 impacts 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 blood samples
- attendance at Regional CCC meetings, if necessary.

Input in JCC in London

- 3 to 4 HPA staff to be deployed in JCC and attend bird tables
- contribute to communications and briefing requests
- communicate policy changes to rest of HPA and direct the deployment of HPA's specialist functions.
- provide lab support, epidemiological advice and access to modelling capability.

Department for Transport (DfT)

Provide robust support to DEFRA, 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.

Association of Chief Police Officers

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. During an animal disease outbreak, ACPO would:

- provide a representative to attend the JCC in London.
- advise on strategic policing issues arising from disease control operations
- provide a link to Chief Constables in affected Police Forces.

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- attendance at CCC (O) meetings, if necessary.

Police Forces

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. Specifically the police will work closely with local authorities to enforce movement controls and the policing of various control zones.

The work of police forces in an animal disease outbreak will be dependent upon the severity and nature of other requirements being placed upon them. Police are able to provide assistance to the SVS through the provision of specialist knowledge in the area of management and co-ordination of major incidents.

- policing of Surveillance Zones and enforcement of movement controls;
- 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.
- managing any disturbances to the at disposal sites/preventing Breaches of the Peace;
- preventing public access to infected premises and closed rights of way/land;
- stopping and checking vehicles transporting animals
- attendance at Regional CCC meetings, if necessary.

Local Government Association (LGA)

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

In an animal disease outbreak, the LGA would:

- confirm Defra/Government Department emergency contact points;
- alert Local Authority Chief Executives
- provide a representative to attend the JCC in London

Local Authorities Co-ordinators of Regulatory Services

LACORS provides advice to Local Authorities on both regulatory and enforcement matters. It also has a remit in the enforcement of animal health and welfare legislation. During an animal disease outbreak, LACORS would:

- confirm Defra/Government Department emergency contact points;
- alert key LACORS staff - relevant policy officer/website officer;
- alert pre-arranged “ready reference” local authority contact group
 - for use as immediate technical advisory point; and
 - possible release of staff on secondment to LACORS.
- brief all LACORS staff - advise on potential impact on work priorities;
- issue advice to Local Authorities via LACORS website, particularly contact points;
- set up relevant topic “hot button” on LACORS website.
- provide a representative to attend the JCC in London

Individual Local Authorities

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.

Local Authorities may assist Defra with the provision of resources such as staff, vehicles, equipment and buildings. The level of assistance will depend on local circumstances and other pressures which may arise.

Road signs for Control Zones.

Local Authorities are responsible for erecting road signs for publicising the Protection and Surveillance Zones around a premises where foot and mouth disease has been confirmed. Signs are required on all roads at the boundaries of the PZ and SZ.

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

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);

- provision of contingency resources
- identifying resources from all other parts of Local Authority.

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Local Authority Animal Health Officers and Trading Standards Officers (TSOs)

- responsibility for the enforcement of most Animal Health legislation, including movement restrictions/licensing, enforcement within Surveillance Zones;
- liaise with EPOs for implementation of contingency plans, assistance with establishing disease outbreak “incident rooms”;
- close/open rights of way;
- respond to enquiries from farmers/industry/general public;
- monitor livestock welfare esp. on transport and at markets;
- assistance with control of cleansing and disinfection of infected premises;
- responsible for maintaining effective liaison with other local Operational Partners;
- provide an appropriate representative to attend the Local Disease Control Centre;
- provide advice on enforcement;
- proactively disseminate advice and education to local communities through established communication channels;
- liaise 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

- provide advice on public health implications of the disease control operations (e.g. disposal operations).

Government News Network (GNN)

- 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

- 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

Rural Affairs Forums play an important role in engaging with the wider rural stakeholder community, collecting information on the impact of the control measures and providing valuable feedback to the NDCC.

Military Liaison

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 MACA arrangements. A Military Liaison Officer will be invited to join the LDCC.

Rural Payments Agency

The Rural Payments Agency is an Executive Agency of Defra. The RPA would provide administrative staff for LDCCs and their Inspectorate will assist by providing valuable field operations experience in a response to an animal disease outbreak.

Other Non-Departmental Public Bodies

Countryside Agency

The Countryside Agency acts as an expert advisor and independent watchdog on all rural issues, with particular focus upon disadvantage. Within this remit, the Agency would advise Defra on issues arising and assist as necessary.

English Nature

English Nature works as an advisory body on conservation of wildlife, geology and wild places, and would provide Defra with specialist advice in these areas in the event of a future outbreak.

Key Non-Government Stakeholders

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.

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

Agricultural Commercial - Auctioneers, Valuers, Markets,

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

Contact Lists and Duty Office Briefing

Contact Lists

The generic nature of this plan makes it impossible to have a predetermined contact list. Once notified by the Lead Government Department of the nature of the emergency Contingencies Branch (CB) would initiate a response using its own resources. Utilising the staff contact lists held by every member in the Branch staff would be notified and asked to report to the EOC. Appropriate Divisions affected by the emergency would be notified using the Emergency Planning Contact list posted on the Emergency Planning Team page of the Contingency Branch website

(<http://intranet/fcde/EPT%20Contacts%20Web.xls>). A copy of this contact list is contained on the Essential Docs CDs held by members of the Branch and held on paper in the EOC. If it was unclear which Divisions were affected a broadcast message would be sent to all advising them of the nature of the emergency and asking them to declare their interests.

Duty Officer Briefing

In addition to a generic Duty Office Briefing (Fig. 11), the Duty Officers hold a number of specific briefings with Contingencies Branch contact numbers and are well versed in notifying the Branch about emergencies affecting Defra interests. In the event of an emergency requiring activation of this plan the Duty officers would need:

- to be notified of the activation of the EOC,
- the contact numbers for the EOC
- the circumstances when those numbers should be used
- Press office contacts to be used for enquiries about the emergency
- Public Helpline numbers, and
- Staff Helpline – website information address etc.

Devolved Administrations – GENERIC ANNEX J

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, WAGEPCD 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.

Scotland

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>

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

When any outbreak of FMD 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); and
- 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

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 Food and Agriculture 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.

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.

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Wales

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 as reflected in this Plan: -

- 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 (M);
- 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, import controls.

Glossary – GENERIC ANNEX K

ACPO	Association of Chief Police Officers
ACVO	Assistant Chief Veterinary Officer
ADPG	Animal Disease Policy Group
AHDO	Animal Health Divisional Office
AHO	Animal Health Officer
AHWD	Animal Health and Welfare Directorate
EDPC	Emergency Preparedness & Exotic Disease Control
ASD	Accounting Services Division
CA	Countryside Agency
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
CP	Contiguous Premises
CSA	Chief Scientific Adviser (Defra)
CSD	Corporate Services Division
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.
DCMS	Department for Culture, Media and Sport
DCS	Disease Control System Database
DCVO	Deputy Chief Veterinary Officer, Director Vet Policy
Defra	Department for Environment Food and Rural Affairs
DG	Director General
DFT	Department for Transport
DGLS	Director General Legal Services (Defra)
DG OSD	Director General Operations and Service Delivery (Defra)

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DHSM	Departmental Health and Safety Manager
DHSU	Departmental Health and Safety Unit
DOH	Department of Health
DOM	Divisional Operations Manager
DOT	Department of Transport
DTI	Department of Trade and Industry
DVM	Divisional Veterinary Manager
DWP	Department for Work and Pensions
EA	Environment Agency
EBS	Electronic Briefing System
EC	European Commission
ED	Estates Division
EDG	Emergency Direction Group
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
GCN	Government Communications Network
GIS	Geographic Information Systems
GNN	Government News Network
GOs	Government Offices in the Regions
H&S	Health and Safety
HASANS	Defra Departmental Health and Safety Notices
HO	Home Office
HOD	Head of Division
HMT	Her Majesty's Treasury
HPA	Health Protection Agency
HQ	Defra Headquarters
HR	Human Resources
HSE	Health and Safety Executive
IAH Pirbright	Institute for Animal Health, Pirbright
IP	Infected Premises
ITD	Information Technology Division
JCC	Joint Coordination Centre

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LA	Local Authority
LACORS	Local Authorities Co-ordinators of Regulatory Services
LASSA	Licensed Animal Slaughterers and Salvage Association
LDCC	Local Disease Control Centre
LGA	Local Government Association
LRDG	Law and Regulation Directorate General
LVI	Local Veterinary Inspector
MOD	Ministry of Defence
MP	Member of Parliament
NAO	National Audit Office
NCC	News Co-ordination Centre
NDCC	National Disease Control Centre
NEEG	National Emergencies Epidemiology Group
NFU	National Farmers Union
NSP	Non-structural protein
NWMT	National Wildlife Management Team
ODPM	Office of the Deputy Prime Minister
OD SEC	Cabinet Office Overseas & Defence Secretariat
OD(W)	Operations Director Wales
OGD	Other Government Department
OIE	Office International des Epizooties
OSD	Operations and Service Delivery
OST	Office of Science and Technology
PCD	Procurements and Contracts Division
PERT	Procurement Emergency Response Team
“Pre-emptive” or “preventative slaughter” “firebreak” cull	This involves the culling of animals which are not on infected premises nor are dangerous contacts or necessarily exposed to the disease, in order to prevent the wider spread of disease outwith an area. Use of this power is described by a Disease Control (Slaughter) Protocol as required by the Animal Health Act 1981, as amended.
Preliminary cleansing and disinfection	Biosecurity procedures put in place during the slaughter and disposal of animals and the initial treatment of contaminated areas of a premises with disinfectant.
PZ	Protection Zone

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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)
RSAG	Rural Stress Advisory Group
RZ	Restricted Zone
SAC	Science Advisory Council (Defra)
SAHO	Senior Animal Health Officer
SAPER	Science Advisory Panel for Emergency Response
SEAC	Spongiform Encephalopathy Advisory Committee
Secondary Cleansing & Disinfection	After preliminary cleansing and disinfection, the cleansing (including disposal of manure, bedding etc.), degreasing, washing and disinfecting of premises to remove the infective agent, reduce the level of it, such that recrudescence will not occur on restocking.
SEERAD	Scottish Executive Environment and Rural Affairs Department
SEPA	Scottish Environment Protection Agency
Sitrep	Situation Report
SLA	Service Level Agreement
SMCZ	Supplementary Movement Control Zone
SOS	Slaughter on Suspicion
SCOFCAH	Standing Committees on Food Chain and Animal Health
SVS	State Veterinary Service
SVSCP	State Veterinary Service Contingency Planning Division
SZ	Surveillance Zone
TCZ	Temporary Control Zone
TVI	Temporary Veterinary Inspector
VIPER	Veterinary Instructions, Procedures and Emergency Routines (State Veterinary Service Operational Instructions)
VA	Veterinary Adviser
VEROD	Veterinary Exotic Diseases Division
VLA	Veterinary Laboratory Agency, Weybridge
VO	Veterinary Officer
VTVS	Vetnet Tracing Verification System
VSZ	Vaccination Surveillance Zone
VZ	Vaccination Zone

Defra's Exotic Animal Disease Generic Contingency Plan

WAG	Welsh Assembly Government
WAG EPC	Welsh Assembly Government Environment Planning and Countryside Department
WAIZ	Wild Animal Infected Zone
WCC	Welsh Co-ordination Centre