

Contingency Plan for Exotic Animal Diseases

Framework
Response Plan

December 2008

www.defra.gov.uk

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Defra's Framework Response Plan for Exotic Animal Diseases

for Foot and Mouth Disease, Avian Influenza, Newcastle Disease, Classical Swine Fever, African Swine Fever, Swine Vesicular Disease, Rabies, Bluetongue, Glanders, Dourine, Equine Infectious Anaemia, Equine Viral Encephalomyelitis and West Nile Virus

Presented to Parliament pursuant to Section 14A of the Animal Health Act 1981

December 2008

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MINISTERIAL FORWARD

The Department for Environment, Food and Rural Affairs (Defra) takes the lead in planning for and responding to outbreaks of Exotic Animal Disease in England. It is a responsibility that both Defra and wider government take extremely seriously. For this reason I am proud to introduce the 2008 version of Defra's Framework Response Plan for Exotic Animal Diseases.

The Animal Health Act of 2002 requires contingency plans for Foot and Mouth Disease, Avian Influenza and Newcastle Disease to be reviewed, and if necessary, updated on an annual basis. Defra have been doing this since 2003, developing and refining the plans each year.

Not only does this plan outline arrangements for response to those diseases for which we have a legislative obligation to produce contingency plans, it also includes provisions for responding to outbreaks of Classical Swine Fever, African Swine Fever, Swine Vesicular Disease, Rabies, Bluetongue, Glanders, Dourine, Equine Infectious Anaemia, Equine Viral Encephalomyelitis and West Nile Virus. The structures and generic processes set out in this plan would also be used as the basis for Defra's response to any exotic notifiable disease, including new and emerging diseases not specifically covered within the plan.

Whilst this plan focuses on the arrangements for management and coordination, detailed information on policies and disease control strategies relating to control and eradication of exotic notifiable animal diseases can be found on the website: <http://www.defra.gov.uk>. Defra publicise policies in this way to ensure that information which the public have access to can be kept as current and up to date as possible. This demonstrates that policies are not set in stone and Defra are committed to taking on board the latest developments in science, research, epidemiological modelling and lessons identified from outbreaks to ensure response in the most effective and appropriate manner. This is particularly important for emerging threats such as Bluetongue, where the control policies are under continual review and have changed significantly over the past 12 months.

Animal Health is one of Defra's key delivery partners and takes the lead in the operational aspects of disease control. This plan should be read in conjunction with Defra's Overview of Emergency Preparedness for Exotic Animal Diseases which details how Animal Health's peacetime preparedness work translates into its operational response during an outbreak. Together they constitute Defra's Exotic Animal Disease Contingency Plan.

Defra have had considerable experience in managing outbreaks of exotic animal disease of varying size and scale. In 2008 Defra successfully deployed its contingency plans and operational instructions in order to respond to an outbreak of highly pathogenic avian influenza in poultry and an incident in wild birds. Defra also responded to a case of rabies in a dog although this was not classified as a disease outbreak as it occurred in a quarantine premises. Defra also managed the ongoing disease threat posed by the current outbreak of Bluetongue (BTV-8) and successfully facilitated a major programme of vaccination.

Defra seeks to learn and constantly improve response capability. Sir Iain Anderson's review of the Government's response to the 2007 foot and mouth outbreak identified lessons, many of which have already been incorporated into our contingency plans.

We remain committed to working closely with livestock keepers, stakeholders, operational partners and officials from other countries to prevent and control the spread of these diseases and we intend to work closely over the coming year to improve our capability further.

Jane Kennedy
Minister for Farming and the Environment

Table of Contents

1.	Background and Introduction	1
2.	Processes	3
	Alert System to Indicate Disease Status.....	3
	Notifications at Suspicion Stage	6
	Amber Alert – Suspicion of Disease	6
	Actions at Red Alert.....	13
3.	Structures	27
	Strategic	27
	Tactical.....	27
	Operational.....	27
	National Disease Control Centre (NDCC)	29
	Outline of NDCC structure.....	29
	NDCC Policy functions	30
	Veterinary Exotic Notifiable Diseases Unit (VENDU)	30
	International Animal Health (IAH) Core Function	30
	Surveillance, Zoonoses, Epidemiology and Risk Core Function	30
	National Emergency Epidemiology Group (NEEG).....	30
	Exotic Disease Policy Response Team.....	30
	Animal Welfare.....	31
	Reference Laboratories.....	32
	NDCC Operational Functions - Joint Coordination Centre (JCC).....	32
	Disease Reporting Team (DRT).....	32
	Veterinary Operations	33
	Finance	33
	Procurement.....	33
	Administration and Forward Planning	34
	LDCC Liaison (part of the Administration and Forward Planning Cell).....	34
	Human Resources (HR).....	34
	Management Information and Reports.....	34
	Information Technology (IT)	35
	Field Operations.....	35
	Legal Liaison	35
	Operational Partners (Government/Public organisations which have a role in exotic animal disease control).....	36
	Stakeholders (Non government/public organisations who have a stake in exotic animal disease control)	36
	Devolved Administrations.....	36
	Communications & Briefing	36

Vaccination Operations (only during an outbreak of FMD).....	37
Local Control and Coordination	37
Partnership Working.....	37
Local & Regional Coordination	37
Regional roles	38
Outline of LDCC structure	39
Allocations.....	39
Bio-security	39
Communications	39
Epidemiology.....	40
Facilities	40
Field Operations.....	40
Case Officer	40
Gate Officer.....	40
Cleansing and Disinfection Cell.....	41
Culling Cell.....	41
Disposal Cell	41
Sample Handling Cell.....	41
Stores Cell.....	41
Finance	41
Procurement.....	41
Valuation Cell	42
Geographical Information Services (GIS).....	42
Licensing.....	42
Human Resources (HR).....	42
Record Control Centre	42
Surveillance.....	42
Tracings and Dangerous Contacts.....	42
Health and Safety.....	43
4 . Groups and Committees	45
Strategic Level.....	45
4.1 . Civil Contingencies Committee (Ministers) (CCC).....	45
4.2 . Civil Contingencies Committee (Officials) (CCC (O))	47
4.3 . Defra Emergency Management Board (EMB)	49
4.4 . Animal Disease Policy Group (ADPG).....	50
4.5 . Daily Communications Meeting	52
4.6 . Daily Strategic Stocktake.....	53
4.7 . Science Advisory Council (SAC)	54
4.8 . National Experts Group	55
4.9 . National Emergency Epidemiology Group (NEEG)	56
4.10 . Stakeholder Meetings	57
4.11 . Defra Rural Issues Group	58
Diagram of inter-relationships between Policy and Strategy Groups	60
Tactical Level	61
4.12 . NDCC Birdtable Meetings.....	61
Operational Level	63
4.13 . LDCC Birdtable Meetings	63

4.14 .	Regional Operations Directors (RODs) Teleconference	65
	Battle Rhythm - Strategic and Tactical Levels	66
4.19 .	Battle Rhythm - Operational (LDCC) Level	67
5 .	Roles and Responsibilities	69
	Strategic Level.....	70
	Secretary of State (SoS) for Environment, Food and Rural Affairs	70
	Minister of State for Sustainable Food and Farming, and Animal Welfare	71
	Defra Permanent Secretary.....	72
	Defra Chief Veterinary Officer (CVO)	75
	Animal Health Chief Executive (CE Animal Health)	78
	Defra Deputy Chief Veterinary Officer (DCVO)	80
	Defra Chief Scientific Advisor (CSA)	82
	Defra Head of National Epidemiology Emergency Group (NEEG).....	84
	Defra Head of Veterinary Exotic Notifiable Diseases Unit (VENDU)	86
	Defra Senior Responsible Owner for the Exotic Disease Policy Programme	87
	Defra Exotic Disease Policy Lead	89
	Defra Director of Communications	91
	Defra Director General Food and Farming Group	93
	Defra - All Other Director Generals	95
	Tactical Roles.....	97
	Animal Health Veterinary and Technical Services Director (Director of Operations in an outbreak)	97
	Animal Health Field Services Director	99
	Animal Health Head of JCC (usually Animal Health Head of Contingency Planning).....	101
	Defra Deputy Director Legal Division (Animal Health and Welfare)	103
	Animal Health Finance Director.....	105
	Animal Health HR Director	107
	Defra Finance Director General	109
	Head of NDCC Data Analysis and Mapping Team.....	110
	Operational Roles.....	112
	Regional Operations Director (ROD).....	112
	Regional Policy Adviser (RPAAd).....	115
	Animal Health Divisional Veterinary Manager (DVM).....	117
	Divisional Operations Manager (DOM).....	119
6 .	Working with Others	121
	Operational Partners	121
	Environment Agency (EA)	121
	Health Protection Agency (HPA)	122
	Association of Chief Police Officers (ACPO)	122
	Police Forces	123
	Local Government Association (LGA)	124
	Local Authorities Co-ordinators of Regulatory Services (LACoRS).....	124
	Individual Local Authorities.....	125
	Other Government Departments	127
	Department of Health (DoH).....	127

Department for Transport (DfT)	127
United Kingdom Permanent Representation to the European Union	127
Cabinet Office, Civil Contingencies Secretariat (CCS).....	127
Food Standards Agency (FSA)	128
Meat Hygiene Service (MHS).....	128
Other Organisations	128
Central Office of Information (COI) News & PR	128
Government Offices for the Regions: Regional Resilience Teams.....	128
Regional Rural Affairs Forums	129
Military Liaison / Involvement of the Armed Forces.....	129
Other Non-Departmental Public Bodies.....	129
Natural England	129
Key Non-Government Stakeholders	130
Involvement of Stakeholders	130
Categories of stakeholder	130
Devolved Administrations	131
Scotland	131
Wales	132
Department of Agriculture and Rural Development Northern Ireland (DARDNI)	133
Glossary	135

1. Background and Introduction

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

1.2. In the event of an outbreak or incident, the disease control strategy adopted will be consistent with the United Kingdom's (UK) European Union (EU) obligations and in line with the appropriate EU legislation. The Government's first 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:

- Protect public health.
- Minimise the number of animals which need to be culled either to control the disease or on welfare grounds, and which keep 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.
- Minimise the burden on taxpayers and the public.

1.3. This plan covers the arrangements that would be deployed in England and is complemented in Scotland and Wales by the arrangements outlined in paragraph 6.42 of this document. Both Scotland and Wales publish separate plans. Northern Ireland has separate contingency plans for Foot and Mouth Disease (FMD) and Avian Influenza (AI), details of which are not outlined here, as Northern Ireland is a separate epidemiological entity from Great Britain.

1.4. This plan, together with Defra's Overview of Emergency Preparedness for Exotic Diseases, which provides details of the operational capability that supports the arrangements set out in this plan, are the **contingency plan** required under section 14A of the Animal Health Act 1981. The contingency plan is reviewed annually in accordance with legislative obligations. This plan is supported and

augmented by other detailed plans, guidance and instructions on specific elements of preparedness and delivery. These include financial and procurement arrangements, human resource plans, detailed instructions on disease control in the field together with local aspects of the control operation that are contained in plans maintained in each Animal Health Divisional Office (AHDO) of Animal Health. This plan does not therefore contain the instructions for implementing disease control measures in the field. Operational instructions are reviewed and maintained by Animal Health. Neither does the plan contain details of the policies, control strategies or legislative basis for the controls, these are all available on the Defra website.

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

1.6. This Framework Response Plan is flexible and will be used appropriately to meet the demands of outbreaks of different size and scale, or even simultaneous outbreaks of different exotic animal diseases. The arrangements cover all incidents of disease, including those within contained conditions (e.g. quarantine premises). The structures and generic processes set out in this plan would also be used as the basis for Defra's response to any exotic notifiable disease, including new and emerging diseases not covered within the plan.

1.7. The plan is built around the premise that the animal health disease control response is led from the centre with Defra as the lead government department but that the local response is aligned with the standard emergency response and recovery structures and approaches set out on the UK Resilience website <http://www.ukresilience.gov.uk/response.aspx> and detailed in the associated guidance produced by the Cabinet Office.

1.8. This plan has been subject to formal public consultation and has been produced in accordance with guidance issued by the Cabinet Office Civil Contingencies Secretariat.

2. Processes

2.1. This section outlines the mechanisms that are in place to ensure that the response to an outbreak of exotic animal disease can be implemented in a flexible, coordinated and consistent manner. The following provides an overview of the investigation of suspicion of disease and the actions if disease is confirmed. Upon confirmation of disease, various structures and groups are established in order to support the response.

2.2. There are a number of processes to ensure that the right people and organisations are notified, briefed, and engaged to respond upon confirmation of disease.

Alert System to Indicate Disease Status

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

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

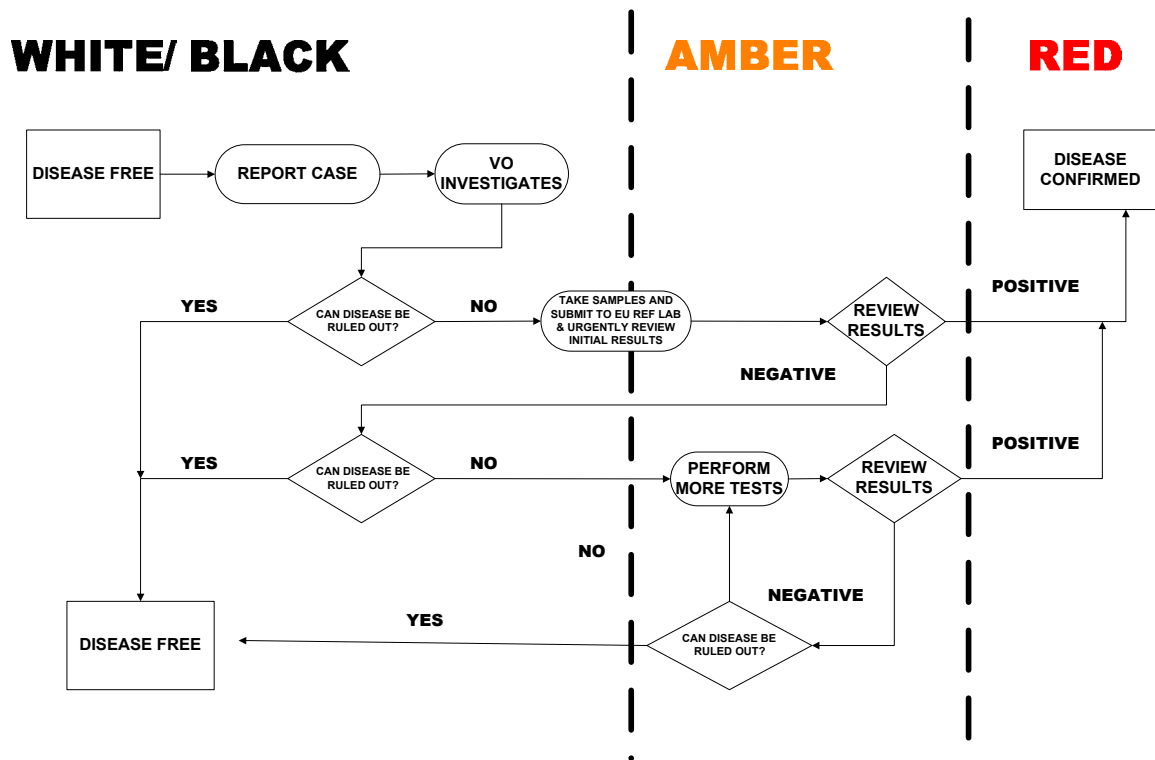
BLACK ALERT: This indicates that the risk of disease is higher than normal. For example disease may be suspected or confirmed in a nearby EU Member State. This would warrant a higher level of vigilance. The decision to raise the state of alert from white to black will be taken by the Chief Veterinary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

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

RED ALERT: This indicates that disease has been confirmed or that an operational response has been initiated..

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

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



Note: Government Laboratories may identify a notifiable disease as part of routine surveillance, in which case there could be an immediate move to amber alert stage.

2.6. The state of alert refers to the **countrywide** status of disease.

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

State of alert (Countrywide)	Level of suspicion (Case specific)	Possible scenarios
White/ Black	0 Disease not suspected following veterinary enquiry	Any restrictions on premises lifted, no further action.
	1 Lesions and clinical disease not typical- but disease cannot be ruled out entirely on clinical grounds.	Suspect animal (s)/ birds left alive and observed. Samples taken for laboratory diagnosis.
Amber	2 Lesions and clinical disease suggestive of the notifiable disease but not entirely convincing.	Suspect animal(s)/ birds showing lesions are culled as a preventative measure (excluding those culled for post- mortem examination and collection of tissue samples). Samples taken and submitted for laboratory diagnosis.
	3 Veterinary staff on farm and at Headquarters (HQ) believe from investigation on clinical grounds that disease exists.	All susceptible livestock/ birds on the premises culled on suspicion as a preventative measure under the slaughter on suspicion policy. Samples submitted for laboratory diagnosis.
Red	4 As a level 3 plus disease already confirmed in the country or substantial evidence that disease may have entered the country. For example, disease in imported animals originating from a region with confirmed disease.	All susceptible livestock/ birds on the premises culled on suspicion and disease confirmed on clinical grounds only without awaiting laboratory results. Samples will be submitted for laboratory diagnosis. First reported case where disease is confirmed. Disease is already in the country and further cases have been confirmed.

Notifications at Suspicion Stage

2.8. If disease is suspected (whether by an animal keeper, Animal Health veterinary officer, official veterinarian or private veterinarian) the local Animal Health Divisional Veterinary Manager (DVM) must be notified. Arrangements for out of hours cover are in place at all Animal Health Divisional Offices.

2.9. The DVM will notify Defra Veterinary Exotic Notifiable Diseases Unit (VENDU) and the office of the Chief Executive Animal Health (CE Animal Health).

VENDU will circulate an NDI1 notification form to:

- Defra Ministers and Senior Officials.
- Chief Veterinary Officer (CVO)
- Devolved Administrations.
- Other Government Departments (Cabinet Office Civil Contingencies Secretariat (CCS))
- all Animal Health Divisional Offices
- and others as appropriate.

2.10. Out of Hours notification is the responsibility of the Duty Defra Food and Farming Group (FFG) Veterinarian and the Duty Press Officer. NDI1s are not normally issued out of hours.

Amber Alert – Suspicion of Disease

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

2.12. If suspicion of disease is strong and its presence cannot be ruled out on clinical grounds a teleconference is held. Its purpose is to appraise all concerned of the situation and risk assessment, and to plan future action and communication accordingly.

2.13. The amber alert telephone conference is organised by FFG Emergency Response Capability Core Team, who also make the necessary arrangements for out of hours cover. The teleconference is chaired by the CVO and participants include:

CVO [or nominated representative]
Deputy Chief Veterinary Officer
Defra Chief Scientific Advisor
Chief Executive Animal Health
Senior Responsible Owner of the Exotic Disease Policy Programme
Livestock Strategy Director or Deputy Director
Communications Director (CD)
Central Office of Information (COI) News & PR

Private Offices
Number 10 Downing Street
Exotic Disease Policy Response Team
Veterinary Exotic Notifiable Diseases Unit
Head of Animal Health Contingency Planning
Divisional Veterinary Manager
Animal Health Director of Field Services
Animal Health Director of Veterinary and Technical Services
Civil Contingencies Secretariat
News Coordination Centre
Scottish Executive
Welsh Assembly Government Rural Affairs (WAG RA)
Department for Agriculture and Rural Development Northern Ireland (DARDNI),
Department of Health (DoH),
Health Protection Agency (HPA).
Head of FFG Epidemiology Group
FFG International Trade Core Function
UK Permanent Representation to the European Union (UKRep) part of the
Foreign and Commonwealth Office
Food Standards Agency (FSA)
Meat Hygiene Service (MHS)
Local Authorities Coordinators of Regulatory Services (LACoRS)

2.14. Other participants may also be involved in the teleconference depending upon the nature of the disease.

2.15. Agenda:

- Local situation report (VENDU/DVM)
- National situation assessment including time line and risk assessment (CVO/ FFG)
- Public Health Implications (HPA/DoH) and proposed action
- Area restrictions (including Temporary Control Zones where appropriate), implementation and communications (Exotic Disease Policy Response Team and DVM)
- Vaccination issues (CVO)
- Stakeholder engagement, timing and content – National (SRO for Exotic Disease Policy Programme (EDPP)) and Local (DVM)
- Objectives and lines to take for Communication (Defra Communications Director)

- Food Standards Agency (FSA) and Meat Hygiene Service (MHS) issues.
- Summary of action points (CVO)

2.16. Prior to the amber teleconference there may be a series of case conferences to discuss emerging issues and exceptionally, if it is considered necessary, more than one amber teleconference may be held.

2.17. Questions about test results and timing of their delivery, either at the teleconference or at any other time, must be addressed to the CVO or nominated contact.

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

Official	Responsibility for notification of
Divisional Veterinary Manager (DVM)	<ul style="list-style-type: none"> • Affected animal keeper, as a matter of urgency. • Local Central Office of Information (COI) News & PR to liaise with central communications and the relevant local authority to ensure co-ordination of the media. • Emergency Planning Department and the Animal Health & Welfare section of the relevant local authorities. • Local police force. • Environment Agency (locally). • Health Protection Agency (locally) • Local branch of the National Farmers Union (NFU). • Local Veterinary Practices. • Local stakeholders and farmers.
Deputy Chief Veterinary Officer (DCVO)	<ul style="list-style-type: none"> • European Commission. • World Organisation for Animal Health (OIE). • Other European Union member states. • Royal College of Veterinary Surgeons (RCVS). • British Veterinary Association (BVA).
Senior Responsible Owner, Exotic Disease Policy Programme	<ul style="list-style-type: none"> • Species specific stakeholders • Ministers • National Experts Group (NEG) • Animal Disease Policy Group (ADPG) • Briefing team to provide CCU with lines to take.

Defra Communications Director	<ul style="list-style-type: none"> • Notify Defra web team and provide latest information • Media • Defra Helpline • COI News & PR • Other means of internal communication in Defra
Head of Animal Health Contingency Planning	<ul style="list-style-type: none"> • Civil Contingencies Secretariat (CCS) (if not at amber teleconference) • Regional Coordination Unit (RCU) of DCLG • Environment Agency (EA) • Head of Defra Contingency Planning and Security Division (CPSD) • Regional Resilience Director of the appropriate Government Office (GO) • Health Protection Agency (HPA) (if not at amber teleconference) • Department of Health (DOH) (if not at amber teleconference) • Food Standards Agency (if not at amber teleconference) • Local Authorities Coordinators of Regulatory Services (LACoRS) (if not at amber teleconference) • MHS (if not at amber teleconference) • Association of Chief Police Officers (ACPO) • Ministry of Defence (MOD) Directorate of Counter Terrorism and UK Operations
Chief Executive Animal Health	<ul style="list-style-type: none"> • Animal Health Corporate Management Team Members and Animal Health Head of Communications
Animal Health Finance Director *	<ul style="list-style-type: none"> • Defra Finance Director • Defra Shared Services Directorate • Procurement & Contracts Division (PCD)
Animal Health Human Resources (HR) Director *	<ul style="list-style-type: none"> • Defra Human Resources Director

*Following notification from Chief Executive Animal Health

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

Official	Action to be taken	Responsibility for notification of
Senior Responsible Owner, Exotic Disease Policy Programme	<ul style="list-style-type: none"> • Place all nominated heads of NDCC policy teams on alert 	<ul style="list-style-type: none"> • Regional Policy Adviser(s) to place them on standby
Head of Animal Health Contingency Planning	<ul style="list-style-type: none"> • Place all nominated heads of JCC teams on alert, and consider the establishment of some elements of the NDCC 	<ul style="list-style-type: none"> • Regional Operations Directors (RODs) to place them on standby • Divisional Operations Managers (DOMs) to place them on standby • Animal Health Business Development Division in order to request that the Animal Health IT Systems, Data and Services Response Plan be invoked. This will result in all the necessary IT systems and IT support being mobilised to support the outbreak.. (This will be Defra's I T Helpdesk if it is out of hours) • Emergency vaccination contactor if it is an outbreak of FMD
Chief Executive Animal Health	<ul style="list-style-type: none"> • Authorisation of the establishment of the Local Disease Control Centre (LDCC). 	<ul style="list-style-type: none"> • DVM or RRM to establish LDCC
Animal Health Finance Director		<ul style="list-style-type: none"> • Place Finance Managers on standby

2.20. Key Communications actions and their owners at suspicion phase

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

		Advise on co-ordination of Governmental websites, internal communications, publicity and help lines
Customer Contact Unit (CCU)	Resourcing	Prepare for the possible need to relocate staff to co-ordinate briefing in the NDCC
		Prepare for intense public interest, identifying staff resources and briefing needs to deal with high volumes of PQs and correspondence
	Briefing	Liaise with Exotic Disease Policy Response Team to obtain “holding” lines to take for national media, Ministers, No. 10 and for use with stakeholders; collate, revise and update existing data, lines to take, briefing and Q and A material, including for use by the Defra helpline and for answering correspondence
	Defra Helpline	Prepare for intense public interest, identifying staff resources, back up and supplementary help lines and briefing needs. Instigate phase 1 overflow arrangements with Emergency Helpline Partner. Divert emails to CCU freeing up helpline operators to concentrate on telephone calls and increase staffing in CCU to deal with additional emails
Strategic Marketing <i>Head of Marketing/</i> Strategic Communications Adviser	Resourcing/ preparedness	Ensure Division is standing by to update and prepare printed/audio visual material as appropriate Liaise with Exotic Disease Policy Response Team to agree the level of service that the Defra helpline should initially provide
Corporate Communications Head of Corporate Communications/ eComms/ Internal Comms	excommunications	Liaise with Food and Farming 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

Actions at Red Alert

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

2.22. If the CVO confirms disease in the suspect animal or if the risk assessment indicates an unacceptably high risk of disease, the alert state will immediately be raised to 'Red'.

2.23. Following a decision to move to red alert the following notifications should be made and actions taken:

Official	Action to be taken	Responsibility for notification of
Chief Veterinary Officer (CVO)	<ul style="list-style-type: none"> • Set out objectives for disease control. • Formally establish the National Disease Control Centre (In the CVO's absence this may be done by 1. the Permanent Secretary or 2. the Chief Executive of Animal Health. 	<ul style="list-style-type: none"> • Advise Chief Executive Animal Health that disease has been confirmed. • Chief Scientific Advisor to the Government. • Chief Medical Officer. • Chief Executive of the Health Protection Agency (HPA)
Senior Responsible Owner, Exotic Disease Policy Programme		<ul style="list-style-type: none"> • Permanent Secretary • All Defra Director Generals • Defra Directors: <ul style="list-style-type: none"> • Finance • People & Performance • Communications • Food Chain Programme • Sustainable • Consumption, • Production and Waste • Local Environment, • Chemicals & Rural. • Head of Contingency • Planning & Security • Ordnance Survey • Species specific stakeholders • Nominated Regional Policy Adviser

Permanent Secretary	<ul style="list-style-type: none"> • Convene the Defra Emergency Management Board as necessary. • Recommend on the basis of emerging information about the disease whether the Civil Contingencies Committee (CCC) should be established by CCS. • 	<ul style="list-style-type: none"> • Notify Defra Ministers and the Secretary of State that disease has been confirmed and update them on the current situation. • Liaise with Head of CCS on establishment of CCC meeting
Deputy Chief Veterinary Officer (DCVO)		<ul style="list-style-type: none"> • European Commission • World Organisation for Animal Health(OIE) • National Veterinary Organisations. • Royal Society for the Prevention of Cruelty to Animals (RSPCA)
Divisional Veterinary Manager (DVM)		<ul style="list-style-type: none"> • Emergency Planning Department and the Animal Health & Welfare section of the relevant local authorities. • Head of the local police force. • Environment Agency (locally) • Health Protection Agency (locally) • Local branch of the National Farmers Union (NFU) • Local Veterinary Practices • Local stakeholders and animal keepers. • Utilities, as necessary (e.g. water companies)

<p>Head of Animal Health Contingency Planning</p>		<ul style="list-style-type: none"> • Civil Contingencies Secretariat (CCS) • Ministry of Defence – Directorate of Counter Terrorism and UK Operations • Department for Communities and Local Government (DCLG) - Regional Coordination Unit (RCU) • Regional Resilience Directors of all the affected region(s). • All Animal Health Divisional Veterinary Managers, Executive Board members and Egg Marketing Inspectorate (EMI) • IBM- Defra IT Services Contractor • Defra Procurement and Contracts Division • Defra Shared Services Facilities Management • Nominated Staff with designated roles, including RODs and DOMs • Vaccination Contractor, (if FMD) • Operational Partners, including: <ul style="list-style-type: none"> • Environment Agency (EA) • Health Protection Agency (HPA) • Local Authorities Coordinators of Regulatory Services (LACoRS) • Local Government Association (LGA) • Association of Chief Police Officers (ACPO) • UK Renderers Association (UKRA) • Environmental Services
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		<p>Association (ESA)</p> <ul style="list-style-type: none">• Association of Registered Incinerator Operators.• Freight Transport Association• Transport Logistics Contractor• Road Haulage Association• Food Standards Agency (FSA) (Animal Health lead)• Meat Hygiene Service (Animal Health lead)
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2.24. Strategic Communications at Confirmation Stage

Key communication actions and their owners at confirmation stage:

Division	Role	Action
FFG Policy Communications Team	Briefing and liaison	<p>Briefing and liaison with a wide range of colleagues both in Defra and its agencies (e.g. Animal Health and the Veterinary Laboratories Agency). Co-ordination of messages with the Food Standards Agency (FSA), Health Protection Agency (HPA), and Department of Health (DoH), who lead on communications on public health risks, and with any other government departments involved. Ensure Defra's Communications Directorate (CD) are fully briefed on policy and issues and able to deal with press enquiries etc.</p> <p>CD provide strategic and tactical advice to policy communications, senior officials and Ministers on handling of announcements, media and web presence. CD provide a liaison role with the Defra Helpline to manage communications with enquirers on issues arising in an outbreak.</p>
Director of Communications	Lead contact for Communications Directorate (CD) responsible for CD emergency action and planning	<p>Ensuring close working between the different CD work streams, including Press Office, Strategic Communications Adviser, Marketing, Stakeholder Int/Relations, e-communications (both CD and FFG web team), Customer Contact Unit, Defra helpline and Internal Communications.</p> <p>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.</p> <p>Horizon scanning</p>
	Represent CD (or nominating deputy/ies to) attend and brief	<p>Defra Emergency Management Board</p> <p>Emergency Direction Group</p> <p>CCC</p> <p>Daily Tactical/Communications meeting</p> <p>NDCC Bird tables</p>

	Communicating with other parts of Whitehall	Engage with GCN
CD Business Manager	Responsible for coordinating financial and staffing arrangements during an emergency	Support Director of CD and Directorate Staff involved in emergency
Press Office Head of News/ Chief Press Officer	Resourcing	Re-deploy press officers to support animal health desk and take an overview of staffing needs (putting in an early bid for help from OGDs as appropriate).
		Make arrangements to staff the office from 6am - 11.30pm including use of shift system (other Government departments can help staff from 6am - 9.30am and from 6pm - 11pm); prepare for weekend office cover, probably between 8am - 8pm.
		Confirm with COI News & PR deployment of regional press office support, to allocate central press office support to region(s) ensuring IP, LDCC and local COI News & PR office are adequately staffed.
	Appropriate media communications	Liaise with Ministers, CVO, FFG over the arrangements for early briefing of the press and issue of press notices nationally and locally.
		Ensure 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.
		Regularly review need for further Press Notices and briefings.
		When it is appropriate to arrange a ministerial visit, decide if press office personnel are better deployed in London or with the Minister, and whether COI News & PR locally is fully equipped to support a Ministerial visit.
	Compile an accurate media list (including journalists not normally associated with core Defra business) for all interested parties to receive media updates and releases.	
Joining-up across	Liaise with CCS and consider triggering NCC.	

	Government	<p>Ensure appropriate contacts with other Government departments/agencies.</p> <p>FFG (Exotic Disease Policy Response Team) establish and update the rolling brief which contains information on the current situation, lines to take, history of press releases, sitrep on interview bids for ministers/CVO/DCVO.</p>
COI News & PR Regional Director/ Press Officers	Resourcing	Draft in extra press officers to work with LDCCs in regional "Communications Cells".
	Appropriate media communications	Establish systematic briefing of local media and contribute toward stakeholder communication efforts.
		Deal with media bids for interviews and prepare DVMs/RODs for interview and briefing.
		Ensure close liaison with the HQ Communications Hub and Defra HQ Press Office.
News Co-ordination Centre	Co-ordinate communications across Government	Ready to activate a central media operation.
	If central media operations activated handle all central communications	Located in 35, Great Smith 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 COI News & PR in the regions.
		Core staff would be seconded from Defra, with representatives from other government departments affected, including No 10. This set-up would help to join up the government as a whole, providing a co-ordinated and coherent response in the event of a very large-scale crisis.
Media Monitoring Unit		Play a full supporting role in conjunction with NCC.

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

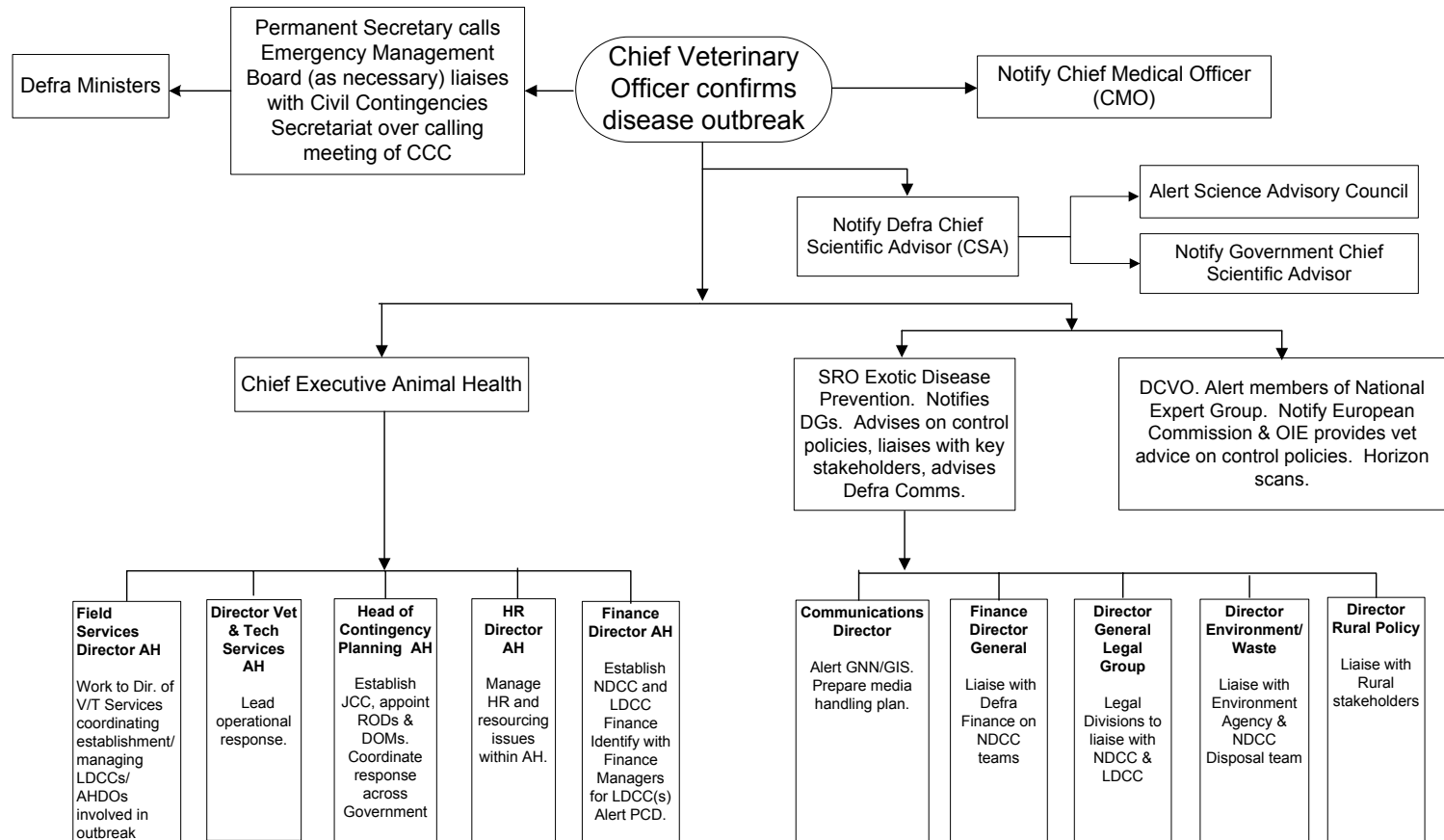
	Feedback to FFG DG/CVO	Feedback to FFG DG & CVO views/issues being raised by public writing into Defra and /or telephoning the helpline and obtain new briefing / lines to take as appropriate.
Strategic Marketing Head of Strategic Marketing/ Marketing Team/ Strategic Comms Adviser	Marketing/ Publicity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

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

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

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

Map of Initial Notifications following Confirmation of Exotic Animal Disease & Principal Responsibilities of Senior Managers



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3. Structures

3.1. During an outbreak of exotic animal disease a number of structures are put in place to coordinate and support the disease control response. Upon confirmation of disease the response is managed at three levels of command.

Strategic

3.2. At a strategic level the response is overseen by the Civil Contingencies Committee (CCC), meetings of which provide a forum to review strategies in a wider Government context and to deal with operational strategy issues which affect other Government Departments. Defra and the CCS will agree whether convening a CCC meeting is an appropriate and proportionate response to the outbreak. Defra is the lead Department and delivers the response through the National Disease Control Centre (NDCC). The response complies with domestic and international legal obligations and Defra ensures that all those concerned across government (including Devolved Administrations) are appropriately engaged. Defra will provide direction to the tactical level response.

Tactical

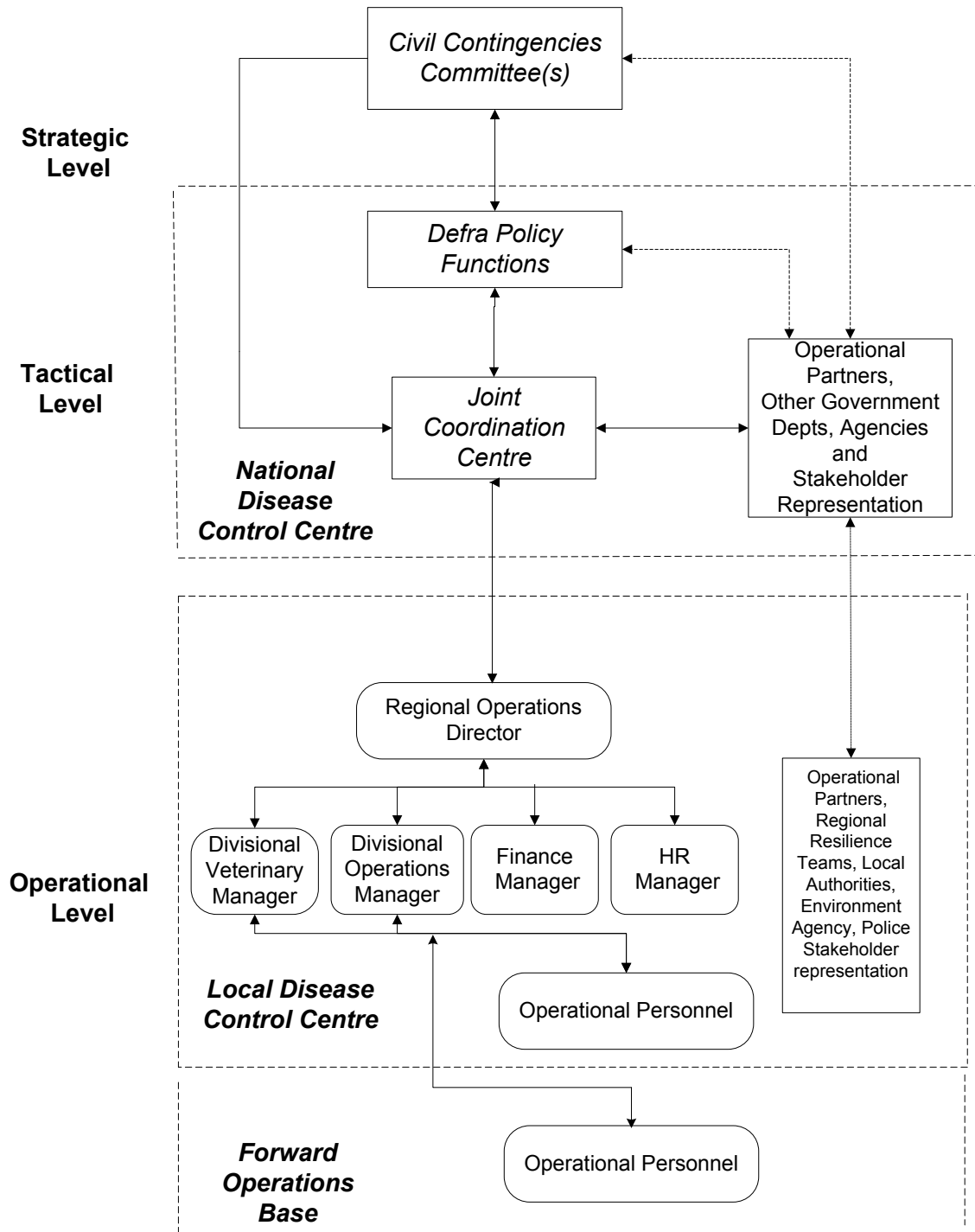
3.3. The tactical level response is coordinated by the Joint Coordination Centre (JCC) – part of the NDCC. It ensures that strategic advice is translated into practical instructions for those carrying out the operational response. The JCC provides both an advisory and coordination function for those controlling the disease at local level.

Operational

3.4. The Local Disease Control Centre(s) (LDCC(s)) coordinate and implement the disease control operation following tactical level advice and guidance as set out in contingency plans and operational instructions. The LDCCs also report to the JCC about the progress of the disease control operation. For logistical reasons a forward operations base (FOB) may also be established close to the outbreak or incident.

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

Single Line Command Structure



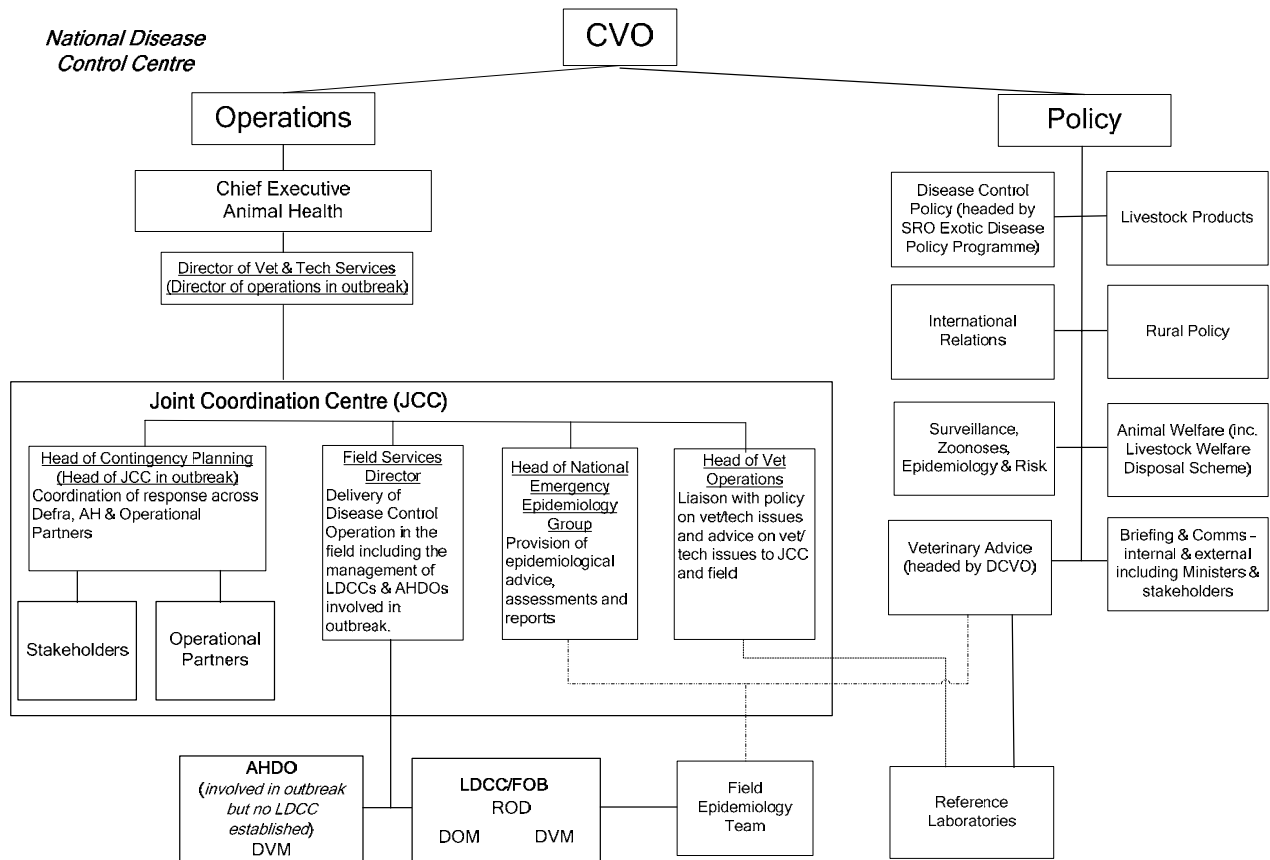
National Disease Control Centre (NDCC)

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

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

- Policy:
 - To develop, determine and interpret policy within the legislative framework.
 - To advise Ministers.
 - To set the overall objectives for the disease control operation.
- Operations:
 - To establish the Joint Coordination Centre (JCC). The JCC is part of the NDCC and is a co-ordinating body for the disease control operation.

Outline of NDCC structure



NDCC Policy functions

Veterinary Exotic Notifiable Diseases Unit (VENDU)

3.8 VENDU is responsible for veterinary advice to policy makers on the control of the disease. It will oversee the work of the Disease Reporting Team. In a large outbreak responsibility for the staffing of the disease reporting team will be transferred to the Joint Coordination Centre (JCC) although VENDU will retain functional management of disease reporting and will continue to handle report cases for other exotic animal diseases. In a small outbreak VENDU may continue to deal with all reports of suspicion of disease.

International Animal Health (IAH) Core Function

3.9 The IAH Core Function is responsible for policies to prevent the transmission of disease to other countries by controlling the export of susceptible commodities. This includes re-establishing export markets as the disease situation improves. This is achieved through close co-operation with Animal Health, industry stakeholders and the Foreign and Commonwealth Office (FCO) to ensure accurate information is exchanged. IAH also lead on relations with the EU Member States, the Commission and the World Organisation for Animal Health (OIE).

Surveillance, Zoonoses, Epidemiology and Risk Core Function

3.10 Surveillance, Zoonoses, Epidemiology and Risk Core Function is responsible for information on the distribution and numbers of livestock through the poultry register and RADAR (Rapid Analysis and Detection of Animal Related Risk). Geographic Information Systems (GIS) capability and statistical information are also part of the RADAR function. It also leads on certain zoonotic disease matters.

National Emergency Epidemiology Group (NEEG)

3.11 The NEEG (see para 4.9) operates as a working division during an outbreak of exotic animal disease and is composed of various epidemiological experts.

Exotic Disease Policy Response Team

3.12 The Exotic Disease Policy Response Team leads the exotic disease policy response and is responsible for developing and interpreting disease control policy and working with lawyers to establish control zones within England.

The team:

- agrees policy with Ministers.
- has lead responsibility for working with the Devolved Administrations to develop where possible a complementary approach across GB/UK, working with stakeholders to ensure that policies are practical and take due account of issues on the ground and in producing the licences necessary to ensure policy implementation is as smooth as possible.
- will set up and manage a disease free status programme, under the direction of the CVO, including managing the programme plan that provides historical timelines and articulates exit strategies.
- is also responsible for working with other Government Departments as appropriate to the disease in question, and for co-ordinating briefing material for Ministers, officials and stakeholders on all disease related policy issues, working closely with Communications and web teams to ensure that material is readily available in a format which is fit for purpose.
- provides the secretariat for the Animal Disease Policy Group (ADPG) and National Experts Group (NEG).

3.13 The logistics team, embedded in the Exotic Disease Policy Programme (EDPP) unit, in conjunction with team leaders, will assess the level of staff resource needed in the policy response team(s) to manage an outbreak. If the outbreak cannot be managed using existing staff resources, the logistics team will implement the EDPP staff resource plan to utilise a pool of emergency volunteers at the appropriate grade and with the right skills pre-identified by EDDP as being available to be immediately seconded to the policy response team in the event of a disease outbreak.

Animal Welfare

3.14. The Animal Welfare Policy Team is responsible for providing policy advice on animal welfare on farm and during culling. During a disease outbreak the team will be responsible for providing policy advice on matters affecting the welfare of livestock including the need to protect the welfare of animals affected by movement restrictions. The team will also seek ministerial approval of killing methods used for disease control purposes where this is required by the legislation.

Reference Laboratories

3.15. National Reference Laboratories are responsible for the provision and interpretation of diagnostic and surveillance testing as well as disease-specific expert knowledge in relation to the application of laboratory tests, epidemiology and control measures.

NDCC Operational Functions - Joint Coordination Centre (JCC)

3.16. The following functions need to be delivered in all outbreaks. It is important however that there should be flexibility in the delivery of the response. During smaller outbreaks a more low key approach will be appropriate. For example representatives from the devolved administrations may not be embedded within the JCC if the outbreak is small and only affects England.

3.17. All JCC cells (areas of responsibility identified in bold below) will provide tactical advice to their counterpart cells at the Local Disease Control Centre (LDCC).

Disease Reporting Team (DRT)

3.18. The DRT receives reports of suspected disease from the field, considers the options for control, recommends culling as appropriate and acts as a central co-ordination point to collate, refine and present up-to-date information on disease reports. A separate DRT may be set up during an outbreak, though in a smaller outbreak their duties will remain with VENDU, with additional administrative support provided.

The DRT will be established as follows:

- Once a decision is made to establish the NDCC the Head of Veterinary Exotic Notifiable Diseases Unit (VENDU) will meet with the Animal Health Director of Veterinary and Technical Services and the Head of the JCC to discuss resourcing of the DRT and possible transfer of responsibility for report cases from VENDU to a separate DRT. In a small outbreak the decision may be made for the responsibility to remain with VENDU.
- Designated VLA vets will be called in as additional resources as will the Head of DRT at an agreed time.
- A member of VENDU will work in the DRT for an initial period and the VENDU will retain functional management of the team.
- A decision will be made on their level of authority for disease confirmation. VENDU staff will revert to their normal duties taking telephone report

cases from AHDOs on other veterinary inquiries into other exotic animal diseases and providing veterinary advice to policy colleagues.

Veterinary Operations

3.19. The Veterinary Operations cell acts as the central point of contact in the JCC for veterinary staff working to the Animal Health Operations Director. It co-ordinates and manages the veterinary aspects of the control, eradication and recovery operation by liaison with the Food and Farming Group policy colleagues and by veterinary direction to the field operation.

Finance

3.20. The NDCC Head of Finance is responsible for establishing and leading the NDCC Finance Team in the JCC, liaising with the Defra Finance Director General to establish the NDCC Finance Team and for sourcing Finance Managers to each LDCC.

3.21. The NDCC Finance Team is responsible for ensuring that the full cost of the disease control operation is accurately monitored and captured. This will require close liaison between Animal Health, Defra, other parts of the Defra Network and other bodies as required. The team will provide financial reports as required and supporting evidence if forecasts indicate that a claim for reserve funding is required from HM Treasury. The NDCC Finance Team, comprising of staff from both Defra and Animal Health, will continue to ensure that financial control continues for each outbreak after the eradication of the disease in the field. This work which may last several years, includes:

- compensation to affected parties;
- payment of properly substantiated invoices to suppliers;
- submission of required returns to the EU;
- audits relating to outbreak costs.

Procurement

3.22. The NDCC Procurement cell is staffed by Defra's Procurement and Contracts Division and provides support and advice on the procurement of goods and services to AHDOs and LDCCs covering the requirements from confirmation of disease until the Procurement Emergency Response Team (PERT) arrives at the LDCC, including the triggering of contingency contracts; use of emergency purchase orders and procurement cards; and contract management and letting.

Administration and Forward Planning

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

LDCC Liaison (part of the Administration and Forward Planning Cell)

3.24. LDCC liaison forms part of the Administration and Forward Planning Team and acts as a central point for overseeing the relationship and communications between the NDCC and the LDCC. Its main function is to retain an overview of status of the response at the LDCC(s).

3.25. It is also responsible for ensuring that information and guidance on the management of the outbreak (beyond that provided in the emergency actions (EAs) etc) is passed urgently to the LDCCs and that information flows from the LDCC to the NDCC are accurate and timely.

Human Resources (HR)

3.26. The NDCC HR cell manages and coordinates the provision of veterinary, specialist, and administrative resources to the LDCCs by liaising with the Animal Health Human Resources Team in Worcester and the Senior Operations Managers. It works with Defra HR, other Defra divisions, Defra agencies, and, depending on the size of the outbreak, with Government Offices, Cabinet Office Civil Contingencies Secretariat (CCS), Department for Work and Pensions (Jobcentre Plus), Operational Support Secretariat and Other Government Departments to secure emergency staff, including veterinary resource. They may also liaise with the Royal College of Veterinary Surgeons (RCVS), British Veterinary Association (BVA), Foreign and Commonwealth Office (FCO) and the Chief Veterinary Officers (CVOs) of other countries over transfer of staff and the use of the International Animal Health Emergency Reserve (IAHER). The team is also responsible for establishing contract terms and conditions for additional staff and contracted personnel as well as the provision of training and health and safety procedures for staff and contractors.

Management Information and Reports

3.27. The JCC Management Information cell is responsible for collecting, collating and interpreting summary data and information on the control and management of the outbreak. The team will be a central point of intelligence for the outbreak, its impact and control. They will receive the collated daily situation reports from RODs on behalf of the

LDCCs and when appropriate, from Rural Affairs Forums from the LDCC Liaison cell. They will compile the JCC report of data and analysis which will be submitted to CCS on a daily basis or less frequently as jointly agreed between CCS and the Head of the JCC, and compile and distribute the NDCC birdtable notes. The JCC Management Information Team will also coordinate the Defra/Animal Health contribution to the CRIP (Commonly Recognised Information Picture) presentation in preparation for CCC and CCC(O) meetings.

Information Technology (IT)

3.28. The IT cell will co-ordinate requests for IT services and developments and manage their delivery. This will involve liaison with IBM, the IT service contractor and Animal Health Business Development Team who are responsible for the maintenance of IT Disease Control Systems.

Field Operations

3.29. The Field Operations team issues tactical guidance to LDCCs about culling, transport, disposal and cleansing and disinfection operations. It will liaise closely with the procurement cell to ensure that services are available to carry out these key operational functions and with the central teams of other organisations whose local staff will be involved in the field operation. This includes EA and HPA. For large outbreaks the team may sub-divide into separate cells covering Culling, Transport & Disposal and Cleansing & Disinfection. The Field Operations team is also responsible for imposing and lifting Air Exclusion Zones if required.

Legal Liaison

3.30. The Legal Liaison cell will provide legal advice and expertise to the NDCC and ADPG. Defra Legal Group makes provision for this in its business continuity plans.

Operational Partners (Government/Public organisations which have a role in exotic animal disease control)

3.31. The JCC includes representation from the Civil Contingencies Secretariat (CCS), the Environment Agency (EA), the Health Protection Agency (HPA) (where there could be human health implications), the Association of Chief Police Officers (ACPO), Local Authorities Coordinators of Regulatory Services (LACoRS), Department of Communities and Local Government (DCLG), Food Standards Agency (FSA), Meat Hygiene Service (MHS) and Natural England (NE). Section 6 gives more detail of each organisation.

Stakeholders (Non government/public organisations who have a stake in exotic animal disease control)

3.32 Depending on the size, location, scale and nature of the outbreak there may be stakeholder representation within the JCC. Representatives from major stakeholder groups will be invited to attend NDCC birdtable meetings and can attend the various other meetings arranged for stakeholders. Stakeholders may also have a role in disseminating information to livestock keepers.

Devolved Administrations

3.33. Representatives from the Devolved Administrations (DAs) may be based in the JCC during large scale outbreaks in Great Britain. For smaller outbreaks it may not be necessary for the DAs to be embedded within the JCC and they may participate at NDCC birdtables via teleconference. Arrangements for outbreaks of exotic animal diseases in the devolved administrations are outlined in section 6.39 et seq.

Communications & Briefing

3.34. The Briefing Team aims to gather information on the disease outbreak, on the policies employed to control it and the operational response from a number of sources. It aims to provide accurate and timely briefing, including the core brief, on the outbreak for Ministers, media, senior officials, helplines and all staff dealing directly with the public.

3.35. The Communications team liaises with COI News & PR and Communications teams in the LDCCs to ensure that briefing is deployed effectively. They ensure that Defra and Animal Health staff are kept aware of developments in controlling the disease. The teams work closely with and may be integrated into the Communications Team that is set up within Food and Farming Group and with the Central Communications Unit (CCU).

Vaccination Operations (only during an outbreak of FMD)

3.36. The Vaccination Operations Team will, through its management of the external emergency vaccination contractor, implement FMD vaccination operations which will include supplying the vaccination teams, the supervising veterinary surgeons and supporting management structures to ensure the best deployment of this limited national resource, depending upon priorities for disease control. The team will also provide advice and guidance to the commercial contractor and information on vaccination capability and operational arrangements to the JCC, FFG and LDCC staff.

Local Control and Coordination

Partnership Working

3.37. Unlike most other major incidents and emergency responses Defra is not only the Lead Government Department but together with its executive agencies is directly responsible for both the local and national disease control response. Defra and Animal Health will however ensure that operational partners (e.g. LA emergency planners, LA Animal Health & Welfare section, EA, Police, HPA) are represented through national organisations at the NDCC as well as at the LDCC and that its command and control structures are aligned with emergency response structures established to manage any wider consequences of the disease outbreak.

Local & Regional Coordination

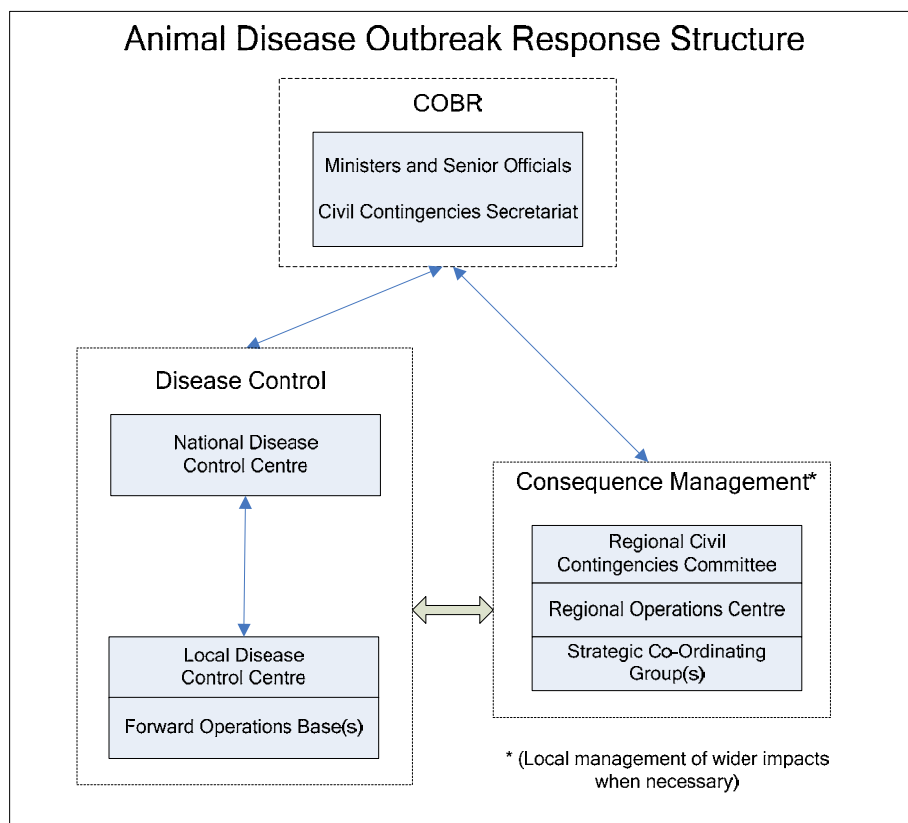
3.38. To ensure that the disease control operation and the wider local response are integrated effectively the following framework sets out a flexible framework that can be tailored to meet the needs of a wide range of scenarios. No two incidents are the same and while these arrangements set out default arrangements for planning purposes, in practice, they may need to be tailored to meet the precise circumstances at the time.

3.39 On confirmation of a case of an exotic disease, Animal Health will establish an LDCC and invite representatives from key operational partners e.g. LA emergency planners, LA Animal Health & Welfare section, Regional Resilience Teams, EA, Police, HPA to join them to assist in managing the animal disease outbreak. Defra/Animal Health produce initial communications messages and cascade these to regional teams for further cascade locally, COI News & PR liaising if appropriate to ensure the lines reflect the local position.

3.40. The ROD will brief the appropriate Regional Resilience Director (RRD) and the Chair of the Local Resilience Forum on the situation and agree on the local arrangements necessary to consider wider consequences of the outbreak. A member of the Regional Resilience Team should join the LDCC to ensure effective two-way briefing between the LDCC and regional resilience tier throughout the outbreak.

3.41. If necessary, a local Strategic Coordinating Groups (SCG) may be established to manage the wider impacts of an outbreak on the local area (e.g. health, social, economic, environmental and public information) and the Chair of the SCG and ROD will work closely together. For large scale outbreaks, a Regional Civil Contingencies Committee (RCCC) may be established to take an overview of the impacts of an outbreak which may cross local boundaries, engaging local partners as necessary.

3.42. An outline of the response is given in the following diagram.



Regional roles

3.43. **Regional Resilience Teams** will work with the ROD and LRF/SCG Chairs to ensure that any wider impacts that are, or may, affect the region are identified and addressed at an appropriate level. The RRTs are responsible for ensuring that public information and other briefing material and central messages are quickly disseminated to local authorities and other operational partners as required. The RRD will, in consultation with Defra, CLG and Cabinet Office, determine whether a RCCC is required and will liaise with the ROD to agree a mutually convenient location for any meeting.

3.44. **LRF/SCG Chairs** will work closely with the RRT and ROD to share information on the outbreak and to ensure any wider impacts of an animal disease outbreak are identified. The LRF Chair will decide if it is necessary to convene a SCG to manage the wider consequences of the outbreak.

3.45. Local operational partner representatives at the LDCC have a responsibility to report back to their senior managers and other relevant people in their organisations, not just their specific disciplines, to keep them informed on the progress of the disease control operations. Local authorities should ensure that there are effective internal flows of information on all necessary elements of the response, especially between the Animal Health & Welfare section and Emergency Planning disciplines.

Outline of LDCC structure

3.46. Upon confirmation of disease a Local Disease Control Centre (LDCC) is established to manage the operational aspects of the response. It is based in the relevant AHDO of Animal Health. Depending on the size and scale of the outbreak, there may be more than one LDCC established. The DVM notifies the local authorities, police force and other local operational partners and stakeholders after the amber teleconference (para 2.18).

3.47. The LDCC will include the cells described below, set up to manage and support local operational activities.

Allocations

3.48. The allocations cell ensures that jobs are prioritised, allocated on time, fully completed and accurately recorded.

Bio-security

3.49. The bio-security cell provides materials, personnel and information to reduce the risk of spread of disease from infected to uninfected stock.

Communications

3.50. The communications cell provides a comprehensive, integrated communications service, including all aspects of internal and external communications. A COI News & PR representative forms part of the communications cell.

3.51. The LDCC communications cell is responsible for several functions operating within separate cells but providing an integrated service. These functions are:

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

Epidemiology

3.52. The epidemiology cell contributes to the understanding and control of disease by analysing patterns of disease and assessing risk factors. It is made up of members of the Animal Health epidemiology team and reports to the NEEG and liaises closely with the JCC Veterinary Operations cell.

Facilities

3.53. The facilities cell provides the LDCC with the required infrastructure including accommodation, data and communications, fixtures and fittings and security.

Field Operations

3.54. Overall responsibility for field operations. The following roles and cells are part of field operations.

Case Officer

3.55. A Case Officer is appointed for every premises on which disease control activity is taking. This person is responsible for overseeing all activities of Animal Health staff, other officials, valuers, slaughtermen, contractors etc. to ensure a coordinated, well directed operation, to ensure compliance with health and safety protocols, to minimise the risk of disease spread from the premises and to achieve rapid and effective completion of disease control measures.

Gate Officer

3.56. A Gate Officer is appointed to each premises on which work is taking place and controls and records movement of people, vehicles, materials and equipment onto and off any premises on which disease control activity is taking place.

Cleansing and Disinfection Cell

3.57. The cleansing and disinfection cell co-ordinates appropriate cleansing and disinfection activities on all premises where animals have been culled for disease control purposes. They liaise with the NDCC cleansing and disinfection cell and the procurement cell on the provision of contractors.

Culling Cell

3.58. The culling cell coordinates culling activities on all premises where animals are to be culled for disease control purposes. They will liaise with the NDCC culling cell and the Defra procurement cell.

Disposal Cell

3.59. The disposal cell co-ordinates the disposal of carcasses from premises where animals are culled for disease control purposes.

Sample Handling Cell

3.60. The sample handling cell advises on sampling requirements and coordinates the packing and dispatch of samples to the laboratory. It may include a liaison officer from the Veterinary Laboratories Agency (VLA). It works closely with field operations, surveillance and epidemiology cells.

Stores Cell

3.61. The stores cell will maintain sufficient supplies to allow undertaking of patrolling, surveillance and for field operations activities on premises where animals have been culled for disease control purposes.

Finance

3.62. The LDCC Finance cell records, manages, advises and alerts on finance activity within the LDCC and will liaise with the NDCC finance cell.

Procurement

3.63. The procurement cell will manage procurement and contractual activity at the LDCC in accordance with Defra and Animal Health procedures.

Valuation Cell

3.64. The valuation cell ensures that fair and accurate valuations of all livestock being culled for disease control purposes are carried out in accordance with legislative and policy requirements.

Geographical Information Services (GIS)

3.65. The LDCC GIS cell will work with the NDCC Data Analysis and Mapping cell to ensure that the critical GIS response to the declaration of an Infected Premises (IP) is met.

Licensing

3.66. The licensing cell assists the disease control process by considering applications for exemptions from restrictions and where allowed and appropriate, licensing those exemptions e.g. animal movements, activities or events.

Human Resources (HR)

3.67. The HR cell will coordinate the provision of additional human resources and ensure that best HR practice and Defra/Animal Health standards are applied.

Record Control Centre

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

Surveillance

3.69. The surveillance cell will ensure that field teams undertake clinical inspections, verify details of premises, obtain information on stock numbers and disposition on premises, and oversee the required surveillance to enable zone clearance or is required for other teams (e.g. Epidemiology).

Tracings and Dangerous Contacts

3.70. The Tracings and Dangerous Contacts cell works to identify the source of disease and limit its spread, by ensuring that tracings are identified and prioritised

promptly and where a Veterinary risk assessment indicates an unacceptable risk, recommend stock is culled as Dangerous Contacts.

Health and Safety

3.71. The Health and Safety cell will provide advice and assistance for all aspects of staff health and safety, liaising with the NDCC HR cell and the HPA as appropriate.

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4. Groups and Committees

Strategic Level

4.1. Civil Contingencies Committee (Ministers) (CCC)

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

Chair: Defra Minister

Secretariat: Cabinet Office Civil Contingencies Secretariat (CCS)

Participants or their representatives:

Defra (Permanent Secretary (in exceptional circumstances), Defra DG FFG (where appropriate), Chief Veterinary Officer, SRO EDPP, Chief Scientific Advisor, Chief Executive Animal Health)

Number 10

Department for Communities and Local Government (DCLG)

Environment Agency (EA)

Ministry of Defence (MOD)

Home Office

Association of Chief Police Officers (ACPO)

Foreign and Commonwealth Office (FCO)

Department for Work and Pensions (DWP)

Department of Health (DoH)

Health Protection Agency (HPA)

Health and Safety Executive (HSE)

Department for Culture, Media, and Sport (DCMS)

Department for Transport (DfT)

Her Majesty's Treasury (HMT)

Food Standards Agency (FSA)

Government Office for Science

Local Government Association (LGA)

Representatives from DAs and other Government Departments may be invited to attend as required.

Likely issues to be discussed:

- Situation report
- Operational Response
- Stakeholder engagement
- International and European Issues
- Forward Strategy
- Communications and Media
- Next Steps

4.2. Civil Contingencies Committee (Officials) (CCC (O))

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

Chair: DG SIR (Security, Intelligence and Resilience) Cabinet Office or Director Civil Contingencies Secretariat (CCS)

Secretariat: Civil Contingencies Secretariat

Participants or their representatives:

Defra (Permanent Secretary (in exceptional circumstances), DG FFG (where appropriate), Chief Veterinary Officer, SRO EDPP, Chief Scientific Advisor, Chief Executive Animal Health)

Number 10

Department for Communities and Local Government (DCLG)

Environment Agency (EA)

Ministry of Defence (MOD)

Home Office

Association of Chief Police Officers (ACPO)

Foreign and Commonwealth Office (FCO)

Department for Work and Pensions (DWP)

Department of Health (DoH)

Health Protection Agency (HPA)

Health and Safety Executive (HSE)

Department for Culture, Media, and Sport (DCMS)

Department for Transport (DfT)

Her Majesty's Treasury (HMT)

Food Standards Agency (FSA)

Government Office for Science

Local Government Association (LGA)

Representatives from DAs and other Government Departments may be invited to attend as required.

Likely issues to be discussed:

- Situation report
- Operational Response
- Stakeholder engagement
- International and European Issues

- Forward Strategy
- Communications and Media
- Next Steps

4.3. Defra Emergency Management Board (EMB)

Purpose: The strategic decision making body responsible for considering how best Defra should respond to the outbreak. It will meet at an appropriate time after the outbreak is confirmed and frequency of meetings will depend on the scale and severity of the outbreak. It may conclude that decisions relating to disease control policy should be taken by the Animal Disease Policy Group (ADPG) and that the EMB will focus on how the department as a whole should respond and in particular the budgetary and resource aspects. The Permanent Secretary decides if the scale and severity of the outbreak merits an Emergency Management Board meeting.

Chair: Permanent Secretary

Secretariat: Permanent Secretary's Office

Participants or their representatives:

All Defra Directors General,
Chief Executive Animal Health,
Director of Communications,
Chief Veterinary Officer,
Chief Scientific Advisor

Agenda:

- Overview of outbreak
- Overview of Government response
 - Coordination and liaison with CCS, OGDs and the DAs
 - Disease control in the field
 - Communication issues
- Resourcing issues including Emergency Volunteers Register
- Financial summary and budget outlook
- Impact of outbreak on other Departmental responsibilities, including business continuity
- Possibility of future meetings

4.4. Animal Disease Policy Group (ADPG)

Purpose: The role of the ADPG is to provide disease control policy advice and strategy recommendations to Defra Ministers and the Civil Contingencies Committee and challenge strategic assumptions. ADPG also has an important role in ensuring that policies are consistent (although they may be different) across the administrations.

Chair: SRO for EDPP

Secretariat: Defra Exotic Disease Policy Response Team

Participants or their representatives:

Defra Chief Veterinary Officer,
Defra Chief Scientific Advisor's representative,
Deputy Chief Veterinary Officer,
Government Office for Science representative,
Director General Farming and Food – by exception,
Deputy Director Legal Division (Animal Health and Welfare),
Communications Directorate representative,
Scottish Executive,
Welsh Assembly Government (WAG RA),
Department for Agriculture and Rural Development,
Northern Ireland (DARDNI) (if UK outbreak),
Cabinet Office Civil Contingencies Secretariat (CCS),
Defra Exotic Disease Policy Lead,
Animal Health Veterinary and Technical Services Director,
Animal Health Field Services Director,
International Trade Core Function.

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

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

Issues to be discussed:

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

4.5. Daily Communications Meeting

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

Chair: Director of Communications

Secretariat: Communications Directorate Strategic Communications Unit

Participants or their representatives:

Chief Executive Animal Health,
Permanent Secretary,
Minister,
Chief Veterinary Officer,
No 10,
Exotic Disease Policy Lead

Issues to be discussed:

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

4.6. Daily Strategic Stocktake

Purpose: A daily forum for ensuring senior managers of the disease control operation are aware of the latest developments and able to plan and take decisions on the overall strategic direction.

Chair: CVO

Secretariat: CVO's office

Participants:

Chief Executive Animal Health
SRO EDPP
Exotic Disease Policy Lead
Head of VENDU
Animal Health Head of Operations
Head of NEEG
Head of International Trade policy
Economic/Industry representation as appropriate

Issues to be discussed:

- Recent developments
- Overall strategic direction

4.7. Science Advisory Council (SAC)

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

Chair: Independent Chair

Secretariat: Defra Chief Scientific Adviser's Office

Reports to Defra Chief Scientific Adviser.

Participants or their representatives:

Members of the Science Advisory Council augmented by additional experts as appropriate (including EU experts).

Additional Participants or their representatives may participate as observers, including:

CVO's representative,

Science Directorate Officials and representatives from

Central government,

Devolved administrations and

Research councils as appropriate.

Other technical experts, including those with relevant industry expertise may be asked to provide briefing on specific issues.

Issues to be discussed:

- Advice to Defra CSA on the science relating to strategies for disease control and prevention.
- Strategic-level peer review of the quality of the scientific evidence supporting veterinary policy.
- Audit and advice on scientific assumptions within strategy development.
- Horizon scanning for future scenarios that may have an impact on strategies

4.8. National Experts Group

Purpose: A permanently operational group which, in an outbreak of exotic animal disease, provides tactical advice and recommendations on the disease and its control to the Animal Disease Policy Group. Experts may also be convened as a scientist group, with participants specifically selected on the basis of specialist expertise, to provide scientific advice to inform disease control policy

Chair: Deputy Chief Veterinary Officer (DCVO)

Secretariat: Defra Exotic Disease Policy Response Team

Participants or their representatives when convened as a tactical disease control advisory group:

Head of the NEEG,
Animal Health Epidemiologists,
Head of the relevant laboratory.
Experts in virology, diagnostics, phylogenetics, vaccinology, epidemiology and pathogenesis,
Serology representative from the Veterinary Laboratories Agency,
Meteorologist (where appropriate),
In-house modelling representative,
Modelling representative appointed by the Science Advisory Council – Epidemic Diseases Sub Group (SAC-ED),
Invited experts on environmental and rural issues,
Exotic Disease Policy Lead,
Animal Health Veterinary and Technical Services Director

Issues to be discussed:

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

4.9. National Emergency Epidemiology Group (NEEG)

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

- Provide epidemiological advice and assessment on the determinants, level and distribution of disease to the National Experts Group (NEG) and other groups and the CVO to inform decisions on disease control and prevention measures including vaccination and surveillance.
- Lead the epidemiological investigations of exotic disease outbreaks with Delivery Agents.
- Design surveillance plans with Delivery Agents and analyse surveillance outcomes.
- Contribute epidemiological information and expertise to veterinary risk assessments.
- Provide epidemiology reports or the epidemiological components of reports to Defra, the public website, European Commission and OIE.
- Deliver epidemiological modelling.

4.10. Stakeholder Meetings

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

Chair: SRO for EDPP generally leads core and key stakeholder discussions; Policy Lead may deputise.

CVO or DCVO chairs veterinary stakeholder groups.

Ministers will occasionally chair key stakeholder groups.

Secretariat: Defra Exotic Disease Policy Response Team

Participants or their representatives:

Defra Chief Scientific Advisor (or Deputy),
Defra CVO (or Deputy),
Chief Executive Animal Health (or Deputy),
Defra Communications Director,
Stakeholders representing agricultural and rural interests, food supply and other organisations (by open invitation).

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

Issues to be discussed:

Depending on the outbreak, a number of different stakeholder groups may be convened, including but not limited to:

- Core Group of stakeholders invited in a personal capacity to work with senior officials in developing strategic disease control policies
- Key Stakeholders representing industry organisations impacted by the outbreak as a means of keeping people informed of latest developments and providing a forum to raise issues
- Veterinary Stakeholders - to ensure representatives of key veterinary bodies are kept informed of developments and have opportunity to input into decision making
- Retailers and Exporters - to discuss issues relating to domestic and international trade

4.11. Defra Rural Issues Group

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

Chair: Director, Rural Policy.

Secretariat: Office of Director, Rural Policy.

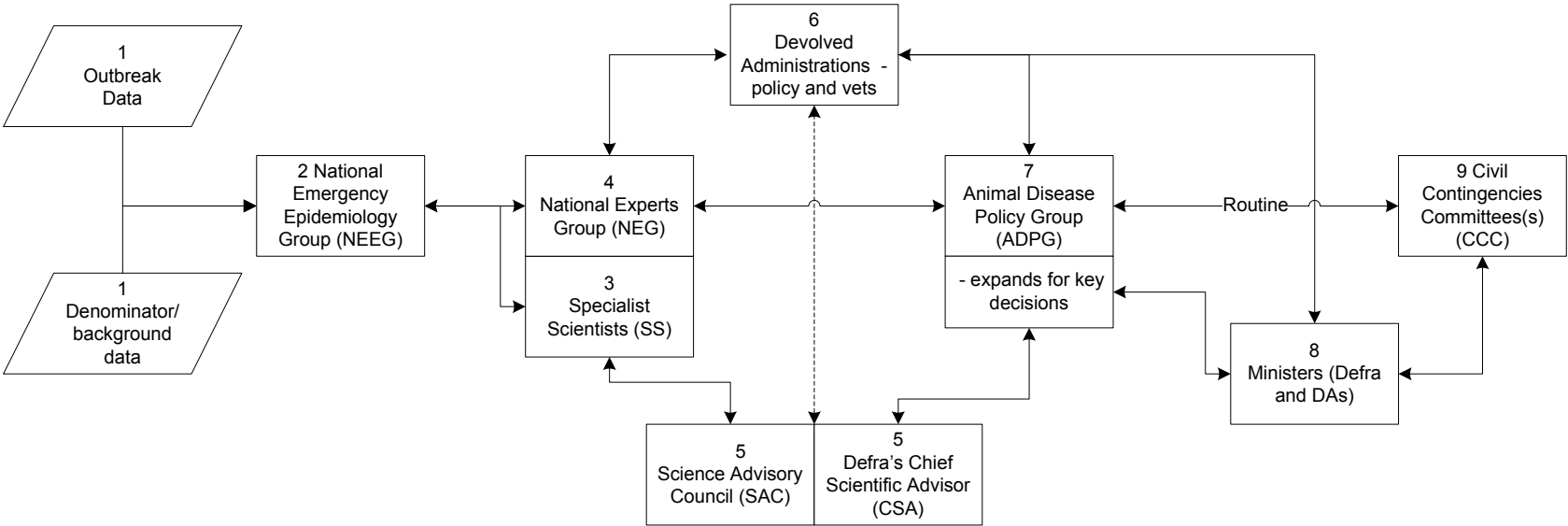
Participants or their representatives:

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

Issues to be discussed:

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

Diagram of inter-relationships between Policy and Strategy Groups



Tactical Level

4.12. NDCC Birdtable Meetings

Purpose:

- To provide a rhythm for the management of the outbreak by meeting regularly.
- To facilitate the effective management of the outbreak by ensuring communication between all policy, operational, and communications functions involved.
- To provide brief situation reports on all aspects of the operation to those concerned in its management, which may include operational partners and external stakeholders, to encourage a coordinated and cooperative response.
- To identify key emerging issues and allocate responsibility for resolving them and reporting back, so creating and fostering feedback loops.

Chair: Head of JCC (Animal Health Head of Contingency Planning Division)

Secretariat: Animal Health Contingency Planning Division

Participants or their representatives:

All involved in the management of the disease control operation e.g. all JCC Heads of Cell, policy representatives, operational partners and invited stakeholders.

Agenda:

- Update on current disease status and control measures.
- Situation reports from NDCC team managers.
- Updates from Stakeholders and Operational Partners.
- Date and time of next meeting.

Birdtables are held standing up, with participants contributing in the same order each time, as in the list given overleaf. Not all the contributions listed are needed at all times in an outbreak. Contributions must be brief, well focused on immediate key issues, should be objective not speculative and be completed as expeditiously as possible. The chair will decide if teleconferencing facilities are to be provided for representatives from operational partners, other government departments and the Devolved Administrations who are exceptionally unable to attend in person.

Order of participant contributions at NDCC birdtable:

1. Update on current situation
2. Epidemiology
3. Operations
4. Culling and Disposal
5. Vaccination
6. Data Analysis and Mapping
7. Disease Control policy
8. Legal
9. International and Trade issues
10. Animal Welfare
11. Science
12. Rural
13. Food Chain
14. Livestock Products
15. Wildlife Species Conservation – if necessary
16. Human Resources – Animal Health
 - Defra and Others
17. Procurement and Contracts
18. Finance
19. IT
20. Web team
21. Communications – Press Office
 - CCU/Helpline etc.
 - Animal Health
22. Devolved Administrations – Wales
 - Scotland
 - Northern Ireland
23. UKREP
24. Operational Partners – CCS
 - DCLG
 - HPA
 - DoH
 - LACoRS
 - FSA
 - MHS
 - NE
 - EA
 - ACPO
25. Stakeholders
 - RSPCA
 - Industry Representatives
26. CE Animal Health
27. CVO
28. Minister (If Present)
29. Head of JCC – Housekeeping issues
 - Birdtable battle rhythm

Operational Level

4.13. LDCC Birdtable Meetings

Purpose:

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

Chair: Regional Operations Director (ROD)

Secretariat: LDCC Communications Team

Participants or their representatives:

Regional Policy Adviser (RPA), LDCC management team, all LDCC team leaders, operational partners, invited stakeholders.

Agenda:

- Update on current disease status and control measures.
- Situation reports from LDCC team managers.
- Updates from Stakeholders and Operational Partners.
- Date and time of next meeting.

Birdtables are held standing up, with participants contributing in the same order each time. Contributions must be brief, well focused on immediate key issues, should be objective not speculative and be completed as expeditiously as possible.

Order of participant contributions at LDCC birdtable:

1. Disease Report Cell - Update on current situation
 - No. of cases, report cases
 - No. and type of animals affected
2. Epidemiology
3. Field Ops
4. Surveillance
5. Tracings and Dangerous Contacts
6. Licensing
7. Biosecurity
8. Stores
9. Allocations
10. Restocking (When Needed)
11. Communications/COI News & PR
12. Human Resources (HR)
13. Procurement
14. Finance
15. Facilities/IT
16. DCS
17. GIS
18. Records Control
19. Ops Partners
 - Regional Resilience representative
 - LRF/SCG representative
 - HPA
 - Local Authority
 - Environment Agency
 - Others as required by disease type
20. Industry
 - NFU
 - Others as required by disease type
21. DVM
22. RPAd
23. ROD

4.14. Regional Operations Directors (RODs) Teleconference

Purpose: To provide a daily forum for Regional Operations Directors and DVMs of Animal Health Divisional Offices involved in the outbreak to communicate with the Joint Coordination Centre (JCC).

Chair: Field Services Director

Secretariat: Animal Health Contingency Planning Division

Participants or their representatives:

Regional Operations Director(s),
Regional Policy Adviser(s)
Chief Executive Animal Health,
Head of Veterinary Operations,
Head of Operations,
Head of JCC,
Head of HR,
Animal Health Finance Director,
Divisional Veterinary Manager(s) involved in the outbreak.

Agenda:

- National Update
- Current regional situation(s).
- Operational Issues.
- Policy Issues
- HR.
- Resources.
- Comms,
- IT / Data
- Finance
- Review of Actions
- Issues requiring escalation.

Battle Rhythm - Strategic and Tactical Levels

4.15. Strategic

Time	Event	Location	Participants or their representatives
0800 - 0830	Daily Stocktake	5th Floor, Nobel House	CVO (Chair) Chief Exec Animal Health Disease control policy, vets Epidemiology International Trade policy Economic/Industry representation
0900 – 0930 (after 0830 Birdtable)	Daily Communications Meeting	7th Floor, Nobel House	Chief Executive Animal Health, Permanent Secretary, Minister, CVO, No 10, Exotic Disease Policy Lead Communications Director
Ad-hoc	Animal Disease Policy Group	5th Floor, Nobel House	EDPP SRO (Chair) CVO (other participants outlined in description of group.)
1000 – 1100	Civil Contingencies Committee (s)	Cabinet Office Briefing Room (COBR)	Chair: Cabinet Office CCS or Defra Minister (other participants outlined in description of group).
1130 - 1200	Media Briefing	Nobel House	Defra Minister, CVO, Defra CSA, CE Animal Health

4.16. Tactical

0830 – 0900	NDCC Birdtable Meeting	Area 5C, Nobel House	Key NDCC personnel
1200 – 1230	NDCC Birdtable Meeting	Area 5C, Nobel House	Key NDCC personnel
1400 – 1430	Regional Operations Directors' Teleconference	5 th Floor, Nobel House	Field Services Director, RODs, RPAdS
1800 - 1830	NDCC Birdtable	Area 5C, Nobel House	Key NDCC personnel
2100 (approx)	NDCC Report compiled & circulated	Area 5C, Nobel House	JCC Management Information Cell

4.17. The battle rhythm set out here is indicative. These timings are for an outbreak of significant size in which a Civil Contingencies Committee is established and a daily media briefing is the norm. Any deviation from the set battle rhythm must be agreed between the Head of the JCC (Animal Health Head of Contingency Planning Division) and the Chief Veterinary Officer.

4.18. Where an outbreak is small and events are slow moving a more condensed battle rhythm will be more appropriate, with a later start and earlier finishing time. The main point is to ensure that a rhythm is set and understood by all.

4.19. Battle Rhythm - Operational (LDCC) Level

Time	Event	Location	Participants or their representatives
0800 – 0830	Daily Management & Communications Meeting		ROD, RPAAd, DVM, DOM
0830 – 0900	LDCC Birdtable Meeting	LDCC	Heads of Ops Teams Other LDCC representatives
1130 – 1200	Media Briefing		ROD / RPAAd
1200 – 1230	LDCC Birdtable	LDCC	Heads of Ops Teams Other LDCC representatives
1400 – 1430	Regional Operations Directors' Teleconference	LDCC	RODs, RPAAds and DVMs
1800	ROD Sitreps due	Sent to JCC Stats & Info Team	
1800 - 1830	LDCC Birdtable	LDCC	Heads of Ops Teams Other LDCC representatives

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5. Roles and Responsibilities

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

Strategic Roles

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

Tactical Roles

5.3. Key individuals at the tactical level are responsible for ensuring that strategic advice is translated into practical instructions to those carrying out the operational response.

Operational Roles

5.4. Those with key responsibilities at the operational level are responsible for the effective implementation of tactical advice set out in contingency plans and operational instructions.

Strategic Level

Secretary of State (SoS) for Environment, Food and Rural Affairs

Suspicion Phase (Amber Alert)

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

Confirmation Phase (Red Alert)

5.6. The Secretary of State will:

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

Mobilisation & Ongoing Management of Disease Control

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

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

Minister of State for Sustainable Food and Farming, and Animal Welfare

5.8. During an outbreak of Exotic Animal Disease, lead ministerial responsibility will rest with the Minister of State for Sustainable Food and Farming, and Animal Welfare.

Suspicion Phase (Amber Alert)

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

Confirmation Phase (Red Alert)

5.10. The Minister may:

- Attend the initial meeting of the Defra EMB

Mobilisation & Ongoing Management of Disease Control

5.11. Throughout the disease control operation the Minister will:

- Attend the NDCC birdtable meeting, if considered necessary.
- Attend meetings of the Defra EMB, if considered necessary.
- Brief the media, when necessary (The Chief Veterinary Officer will be the main spokesperson for the media. However a decision will be made by the Director of Communications whether ministerial involvement in media briefing is appropriate).
- Brief the Environment, Food and Rural Affairs (EFRA) select committee as appropriate.
- Respond to Parliamentary Questions concerning the disease outbreak.
- Chair meetings of the Civil Contingencies Committee (CCC).

Attendance at committees and meetings

5.12. The Minister will attend:

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

Defra Permanent Secretary

Responsibility

5.13. The Permanent Secretary is responsible for:

- All strategic decisions taken within Defra.

Accountability

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

Suspicion Phase (Amber alert)

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

Confirmation Phase (Red Alert)

5.16. Upon confirmation of disease, the Permanent Secretary, having been notified by the Defra Senior Responsible Owner for the Exotic Disease Policy Programme, will be required to:

- Notify Defra Ministers and the Secretary of State that disease has been confirmed. (This is the responsibility of Private Office if the Permanent Secretary is absent).
- Convene the Emergency Management Board as appropriate (EMB). Recommend whether CCS should establish the Civil Contingencies Committee (CCC) on the basis of emerging information about the disease.
- In the absence of the Chief Scientific Adviser (CSA) activate the Science Advisory Group for Emergencies (SAGE). Depending on the size, scale and epidemiological nature of the outbreak, Defra's Science Advisory Council may decide that the Government's SAGE should be convened. Either the Permanent Secretary or the Chief Scientific Advisor should write to the Security and Intelligence Co-ordinator of the Civil Contingencies Secretariat to arrange this formally.

- Activate the National Disease Control Centre if the Chief Veterinary Officer and the Chief Executive of Animal Health are unavailable to do so.
- Notify the Government Security and Intelligence Co-ordinator at Civil Contingencies Secretariat (CCS) should the EMB recommend that a Civil Contingencies Committee (CCC) should be convened.

5.17. Responsibility for the strategic planning and setting of objectives for the outbreak are the responsibility of the Chief Veterinary Officer and the Animal Disease Policy Group (ADPG). The EMB will focus on business continuity issues.

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

5.19. The EMB can recommend whether a CCC (Ministers –CCC/ Officials- CCC(O)) should be convened, based on emerging information about the disease. CCS is responsible for the organisation and administration of these meetings, and in practice the DG SIR (Security, Intelligence and Resilience) Cabinet Office or Director Civil Contingencies Secretariat (CCS) will call for them to be convened. These committees provide a forum for ministers and officials to review strategies in a wider Government context and for dealing with decisions relating to policy and operational issues that affect other government departments. A decision to convene the group at ministerial level will be dependent upon the scale and severity of the outbreak.

Mobilisation & Ongoing Management of Disease Control

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

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

Attendance at committees and meetings

5.21. The Permanent Secretary may attend:

- Defra Emergency Management Board
- Daily Communications Meeting
- Civil Contingencies Committee (Ministers and Officials) (in exceptional circumstances)

Defra Chief Veterinary Officer (CVO)

Responsibilities

5.22. The CVO is responsible for:

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

Suspicion Phase (Amber Alert)

5.23. At suspicion phase the Chief Veterinary Officer will:

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

5.24. This will be arranged by the Exotic Disease Policy Response Team – see para 2.13 for invitees

5.25. Other agencies may be involved in the teleconference depending upon the nature of the disease.

Confirmation Phase (Red Alert)

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

5.27. Upon confirmation of disease the CVO will:

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

Mobilisation & Ongoing Management of Disease Control

5.28. Throughout the disease control operation the CVO will:

- Attend the Animal Disease Policy Group (ADPG).
- Chair the daily strategic stocktake meeting.
- Chair national level stakeholder meetings – when necessary.
- On the advice of the Director of Operations make a request for additional personnel to other EU member states and the International Animal Health Emergency Reserve (IAHER).

Attendance at committees and meetings

5.29. The CVO will attend:

- NDCC Birdtable Meetings.
- Animal Disease Policy Group.
- Daily Communications meeting.
- Defra Emergency Management Board.
- Civil Contingencies Committee.
- Media briefing.

- Daily Stocktake.
- Stakeholder meetings – where necessary.

Animal Health Chief Executive (CE Animal Health)

Responsibilities

5.30. The Chief Executive Animal Health is responsible for:

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

Suspicion Phase (Amber alert)

5.31. At suspicion phase the Chief Executive Animal Health will:

- Participate in the initial telephone conference.
- Notify members of the Animal Health Corporate Management Team and Animal Health Head of Communications of the disease situation.
- Ensure readiness of Animal Health.

Confirmation Phase (Red Alert)

5.32. Upon confirmation of disease the CE Animal Health will:

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

Mobilisation & Ongoing Management of Disease Control

5.33. Throughout the disease control operation the CE Animal Health will be required to:

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

Attendance at committees and meetings

5.34. The CE Animal Health may attend:

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

Defra Deputy Chief Veterinary Officer (DCVO)

Responsibilities

5.35. The Deputy Chief Veterinary Officer is responsible for:

- Liaison with the European Union Standing Committee on Food Chain and Animal Health (SCoFCAH), other member states and World Organisation for Animal Health (OIE).

Suspicion Phase (Amber Alert)

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

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

Confirmation Phase (Red Alert)

5.37. Upon confirmation of disease the DCVO will:

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

Mobilisation & Ongoing Management of Disease Control

5.38. Throughout the disease control operation the DCVO will:

- Deputise for the CVO where necessary.
- Ensure that vets in core Defra are alerted and deployed where required.
- Make recommendations to the Animal Disease Policy Group (ADPG).
- Horizon scan for tactical risks and issues.

- Attend weekly stakeholder meetings.
- Chair the National Experts Group (Participants or their representatives on the National Experts Group – see para 4.8).

Attendance at committees and meetings

5.39. The DCVO will attend:

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

Defra Chief Scientific Advisor (CSA)

Responsibility

5.40. The Defra Chief Scientific Advisor (CSA) is responsible for the provision of scientific advice to Defra Animal Disease Policy Group.

Accountability

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

Suspicion Phase (Amber Alert)

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

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

Confirmation Phase (Red Alert)

5.43. Upon confirmation of disease the Defra Chief Scientific Advisor will:

- Consider the activation of the government's Science Advisory Group for Emergencies (SAGE).
The Defra CSA will activate SAGE by writing to the Security and Intelligence Coordinator (or in their absence Head of the Civil Contingencies Secretariat), copied to the Government's Chief Scientific Advisor. This function may be performed by the Permanent Secretary in the Defra CSA's absence.
- Attend the initial meeting of the Defra Emergency Management Board
- Chair meetings of the Science Advisory Council (SAC). (Participants or their representatives – see para 4.7)

Mobilisation & Ongoing Management of Disease Control

5.44. Throughout the disease control operation Defra's Chief Scientific Advisor will:

- Horizon scan for strategic issues.
- Meet regularly with the Science Advisory Council.
- Attend meetings of the Defra Emergency Management Board.
- Attend NDCC birdtable meetings if considered necessary.
- Attend meetings of the Civil Contingencies Committee (CCC), when necessary.
- Attend media briefing, where considered necessary.
- Attend weekly stakeholder group meetings.
- Attend meetings of the Animal Disease Policy Group.
- Provide regular briefing to the Government's Chief Scientific Adviser and SAGE.

Attendance at committees and meetings

5.45. The Defra CSA will attend:

- Daily Communications Meeting.
- Media Briefing.
- Animal Disease Policy Group.
- Defra Emergency Management Board.

Defra Head of National Epidemiology Emergency Group (NEEG)

Responsibilities

5.46 The Head of NEEG is responsible for:

- Setting up NEEG with input from colleagues within Defra, Animal Health, Veterinary Laboratories Agency and other organisations as appropriate.
- Providing the CVO with expert epidemiological opinion relevant to the control policy.
- Contributing to the relevant National Expert Group on epidemiological matters.
- Providing epidemiology reports or the epidemiological components of reports to Defra, European Commission and OIE and producing reports for publication on the Defra website.

Suspicion Phase (Amber Alert)

5.47 Upon suspicion of disease the Head of NEEG will:

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

Confirmation Phase (Red Alert)

5.48 Upon confirmation of disease the Head of NEEG will:

- Formally establish NEEG and secure the services of key members.
- Instruct the Head of the Field Epidemiology Team to produce an initial epidemiology report within 24 hours of confirmation.

- Ensure that the necessary databases are set up to obtain and record relevant epidemiological information.
- Commission external experts, including independent epidemiological modellers, to undertake epidemiological analysis and provide epidemiologically relevant advice, as required.
- Nominate a veterinary epidemiologist to liaise with medical epidemiologists in the HPA, where appropriate.

Mobilisation & Ongoing Management of Disease Control

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

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

Attendance at Committees and Meetings

5.50 The Head of NEEG will attend:

- NDCC Birdtable Meetings
- National Experts Group

Defra Head of Veterinary Exotic Notifiable Diseases Unit (VENDU)

Responsibility

5.51. The Head of Veterinary Exotic Notifiable Diseases Unit (VENDU), or their nominated deputy, is responsible for:

- Functional management of the Disease Reporting Team (DRT)
- Management of veterinary policy and advice

Suspicion Phase (Amber Alert)

5.52. At suspicion phase the Head of VENDU will:

- Oversee the work of the DRT and ensure that disease investigations are undertaken effectively and that notifications are distributed acted upon.
- Co-ordination with the National Reference Laboratory and receipt of test results.
- Attendance at amber teleconference.

Confirmation Phase (Red Alert)

5.53. There are no specific actions in addition to the management of disease reporting activity to be carried out by the Head of VENDU upon confirmation of disease. The head of VENDU co-ordinates the test results from the laboratory and it is those which, in addition to the outcome of the disease investigation, will lead to confirmation by the appropriate CVO and a state of Red Alert being declared.

Mobilisation & Ongoing Management of Disease Control

5.54. Shortly after confirmation of disease, a decision will be taken on whether to request additional resource from the Joint Coordination Centre, depending on the scale of the outbreak and the number of report cases being received. The VENDU team will retain functional management of the DRT at all times and the resourcing of the team will be kept under constant review by the head of VENDU and the head of the JCC.

Defra Senior Responsible Owner for the Exotic Disease Policy Programme

Responsibility

5.55. The Senior Responsible Owner for the Exotic Disease Policy Programme (or deputy) has responsibility for:

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

Suspicion Phase (Amber Alert)

5.56. At suspicion phase the Senior Responsible Owner for the Exotic Disease Policy Programme will:

- Participate in the initial amber telephone conference.
- Place the Regional Policy Adviser on standby.
- Inform the National Farmers Union (NFU) and species specific stakeholders, if considered necessary following the teleconference.

Confirmation Phase (Red Alert)

5.57. Upon confirmation of disease the Senior Responsible Owner for the Exotic Disease Policy Programme will:

- Notify the Permanent Secretary
- Notify all Defra Director Generals
- Notify Defra Directors: Finance, People & Performance, Communications, Food Chain Programme, Sustainable Consumption, Production & Waste, Local Environment, Chemicals & Rural, Head of Contingency Planning & Security and appoint the Regional Policy Adviser if required.
- Notify Ordnance Survey.
- Notify those stakeholders related to disease.
- Provide advice to Defra's communication colleagues.

Mobilisation & Ongoing Management of Disease Control

5.58. Throughout the disease control operation the Senior Responsible Owner (or deputy) for the Exotic Disease Policy Programme will be required to:

- Chair stakeholder meetings.
- Liaise with the Devolved Administrations on Animal Health and Welfare policy issues.
- Attend NDCC Birdtable meetings.
- Horizon scan for strategic issues and shape of future policy.
- Chair the Animal Disease Policy Group (ADPG). (Participants or their representatives – see para 4.4)

5.59. Secretariat support to the ADPG will be provided by Defra Exotic Disease Policy Response Team.

Attendance at committees and meetings

5.60. The Senior Responsible Owner for the Exotic Disease Policy Programme will attend:

- NDCC Birdtable Meetings.
- Stakeholder Meetings.
- Animal Disease Policy Group.
- Briefing meetings of Defra Ministers and CCC.
- CVO strategic stocktake meetings.

Defra Exotic Disease Policy Lead

Responsibility

5.61. The Exotic Disease Policy Lead (Deputy Director or their Deputy) is responsible for:

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

Suspicion Phase (Amber Alert)

5.62. At suspicion phase the Exotic Disease Policy Lead will:

- Participate in the initial amber telephone conference.

Confirmation Phase (Red Alert)

5.63. Upon confirmation of disease the Exotic Disease Policy Lead will:

- Liaise with the CVO, VENDU, Geographic Information System (GIS) Team and Defra Legal Division to draft a Declaration or Declaratory Order, as required by legislation, in order to establish the boundaries of the infected area.
- Call a National Experts Group meeting and, if required, an Animal Disease Policy Group (ADPG) meeting. (Participants or their representatives – see para 4.4 and 4.8).
- Activate the policy liaison role with Ministerial Private Offices.

5.64. Secretariat support for the ADPG will be provided the Exotic Disease Policy Response Team.

Mobilisation & Ongoing Management of Disease Control

5.65. Throughout the disease control operation the Exotic Disease Policy Lead or a deputy will:

- Present the policy updates at the NDCC Birdtable.
- Attend the Animal Disease Policy Group (ADPG) and ensure that secretariat support is provided by EDPC the Emergency Capability Core Team.

- Ensure that robust and appropriate policies are in place to support the operational response.
- Make appropriate legislation.
- Maintain personal contact with key stakeholders.
- Liaise with other team leaders across the NDCC Policy Response.
- Ensure support of Emergency Response Capability Core secretariat for relevant key meetings.
- May attend CCC meetings at the CVO's request.
- Attend the National Experts Group.

Attendance at committees and meetings

5.66 The Exotic Disease Policy Lead will attend:

- NDCC Birdtable Meetings.
- Animal Disease Policy Group (ADPG).
- National Experts Group.
- Stakeholder meetings.
- Daily communications meeting
- CVO strategic stocktake meetings

Defra Director of Communications

Responsibility

5.67 The Director of Communications is responsible for:

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

Suspicion Phase (Amber Alert)

5.68 At suspicion phase the Director of Communications will:

- Participate in the initial amber telephone conference. During this conference call, objectives for communications will be agreed, together with lines to take and the contents of any press notice.
- Take responsibility, following the conference call, for ensuring that the intranet and other internal communications to Defra staff are updated appropriately, informing the Defra Helpline of any appropriate action, ensuring that the Defra public website is up to date, and issuing press notices if relevant.

Confirmation Phase (Red Alert)

5.69 Upon confirmation of disease the Director of Communications will:

- Appoint a deputy.

Mobilisation & Ongoing Management of Disease Control

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

- Advise the Secretary of State, Minister and the CVO on communications issues.
- Establish a communications cell as part of the NDCC and work with Regional Operations Directors (RODs) and Divisional Veterinary Managers (DVMs) to set up a local presence in the Local Disease Control Centres (LDCCs).
- Engage with Government Communications Network (GCN) and COI News & PR.

- Horizon scan for strategic and tactical communications issues.
- Ensure that all Defra internal communications are updated to ensure that staff are kept fully informed.
- Establish appropriate media briefing at national and local level, and arrange briefing on an ongoing basis, as considered necessary.
- Attend NDCC Birdtable Meetings.
- Chair the daily Communications Meeting – see para 4.5.
- Attend the Civil Contingencies Committee.
- Attend Stakeholder Meetings.
- Review the Communications Protocol on a regular basis.

Attendance at committees and meetings

5.71 The Director of Communications will attend:

- Daily Communications Meeting.
- NDCC Birdtable Meetings.
- Civil Contingencies Committee

Defra Director General Food and Farming Group

Responsibility

5.72 The Director General Food and Farming Group is responsible for:

- Ensuring that the business as usual work of the Food and Farming Group continues as far as possible, reprioritising work and assisting the Chief Veterinary Officer as necessary in the disease outbreak effort.
- Attending meetings of the Civil Contingencies Committee where appropriate.

Suspicion Phase (Amber Alert)

5.73 There are no specific actions to be carried out by the Director General Food and Farming Group at suspicion phase.

Confirmation Phase (Red Alert)

5.74 Upon confirmation of disease the Director General Food and Farming Group will:

- Ensure that Deputy Directors within the Group are aware that disease has been confirmed and are fully aware of the nature of response required from them, if any.
- Appoint a deputy.
- Attend meetings of the Emergency Management Board if convened.

Mobilisation & Ongoing Management of Disease Control

5.75 Throughout the disease control operation the Director General will:

- Ensure that they are up to date with the latest developments and are clear about how and to what extent their Group is engaged in the response.
- Attend NDCC Birdtable meetings if considered necessary.
- Support the CVO and the SRO for Exotic Disease Policy Programme in ensuring the coherence and effectiveness of the policy response.

- Reprioritise the Group's work as necessary to meet outbreak and Business As Usual priorities.

Attendance at committees and meetings

5.76 The FFG Director General will attend:

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

Defra - All Other Director Generals

Responsibility

5.77 All other Director Generals are responsible for:

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

Suspicion Phase (Amber Alert)

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

Confirmation Phase (Red Alert)

5.79 Upon confirmation of disease Director Generals will:

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

Mobilisation & Ongoing Management of Disease Control

5.80 Throughout the disease control operation all Director Generals will wish to:

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

Attendance at committees and meetings

5.81 All Director Generals will attend:

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

Tactical Roles

Animal Health Veterinary and Technical Services Director (Director of Operations in an outbreak)

Responsibility

5.82 Working to the Animal Health Chief Executive, the Veterinary and Technical Services Director is responsible for:

- Managing the overall operational response
- Provision of veterinary advice to field staff (via the Head of Veterinary Operations).
- Field veterinary advice to the National Experts Group and Animal Disease Policy Group.
- Provision of veterinary advice to the Animal Health Field Services Director.

Suspicion Phase (Amber Alert)

5.83 Upon suspicion of disease the Veterinary and Technical Services Director will:

- Participate in the initial amber telephone conference.
- Provide Veterinary Advice to field staff.

Confirmation Phase (Red Alert)

5.84 Upon confirmation of disease the Veterinary and Technical Services Director will:

- Establish the NDCC Veterinary Liaison Team and lead on field veterinary policy and advice.
- Have overall operational management of the disease control operation.
- Liaise with VENDU on the transfer of disease reporting functions to the NDCC and as appropriate appoint a Head of the Disease Reporting Team.

Mobilisation & Ongoing Management of Disease Control

5.85 Throughout the disease control operation the Veterinary and Technical Services Director will be required to:

- Provide veterinary and technical advice to Divisional Veterinary Managers (DVMs) and veterinary field staff based on policy agreed at the Animal Disease Policy Group (ADPG).
- Attend the daily RODS teleconference.
- Attend the Daily Communications Meeting.
- Horizon scan for field veterinary issues.
- Deputise for CE Animal Health, when necessary.

Attendance at committees and meetings

5.86 The Veterinary and Technical Services Director will attend:

- National Experts Group.
- Animal Disease Policy.
- Stakeholder Meetings, as appropriate.
- NDCC Birdtables.

Animal Health Field Services Director

Responsibility

5.87 Working to the Animal Health Operations Director the Field Services Director is responsible for:

- Delivery of the Animal Health field response to the outbreak.
- Ensuring the balance of resources between the Local Disease Control Centres and Animal Health Divisional Offices carrying out business as usual functions.

Suspicion Phase (Amber Alert)

5.88 Upon suspicion of disease the Field Services Director will:

- Consider initial resourcing requirements and sourcing options.
- Participate in the initial amber telephone conference.

Confirmation Phase (Red Alert)

5.89 Upon confirmation of disease the Field Services Director will:

- Ensure that LDCC(s) are established and suitably resourced.
- Provide leadership to Animal Health's response.

Mobilisation & Ongoing Management of Disease Control

5.90 Throughout the disease control operation the Field Services Director will be required to:

- Provide direction to the LDCC.
- Attend NDCC birdtable meetings – when possible.
- Forward plan for resource requirements.
- Deputise for the CE Animal Health, where necessary.

- Chair the daily RODs teleconference. (Participants or their representatives – see para 4.14)

Secretariat support for the RODs teleconference will be provided by Animal Health Contingency Planning Division.

Attendance at committees and meetings

5.91 The Field Services Director will attend:

- Animal Disease Policy Group.
- NDCC Birdtable meetings.
- Stakeholder meetings (as appropriate).

Animal Health Head of JCC (usually Animal Health Head of Contingency Planning)

Responsibility:

5.92 The Head of the JCC is responsible for

- The day to day running of the Joint Coordination Centre including centrally provided national functions.

Suspicion Phase (Amber Alert)

5.93 The role of Head of the JCC does not exist at suspicion stage. At this stage they will remain in their peacetime function as Head of Animal Health Contingency Planning Division. They will attend the initial amber teleconference.

5.94 If following the teleconference the level of suspicion is considered great enough to warrant further action the Head of Animal Health Contingency Planning Division will notify those in the table at para 2.18 if they have not already been engaged at the amber teleconference.

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

- Place all nominated heads of JCC teams on alert, and consider the establishment of some elements of the NDCC.
- Notify Regional Operations Directors (RODs) to place them on standby.
- Notify Divisional Operations Managers (DOMs) to place them on standby.
- Notify Animal Health Business Development Team in order to request the set up of Defra's Disease Control System (this will be Defra's IT Helpdesk if it is out of hours).
- Notify emergency vaccination contractor if it is an outbreak of FMD.

Confirmation Phase (Red Alert)

5.96 Upon confirmation of disease the Head of the JCC will:

- Establish the Joint Coordination Centre (JCC) and lead on central operational functions.

- Ensure that contingency arrangements are enacted.
- Appoint a Regional Operations Director (ROD) and Divisional Operations Manager (DOM) to the LDCC.
- Make the notifications that disease has been confirmed and subsequent actions taken as per para 2.23:

Mobilisation & Ongoing Management of Disease Control

5.97 Throughout the disease control operation the Head of the JCC will be required to:

- Chair the NDCC Birdtable Meetings and agree any deviation from the battle rhythm set out in the Contingency Plan with the Chief Veterinary Officer.
- Attend the Regional Operational Directors (RODs) teleconference.
- Horizon scan for tactical issues.
- Manage the JCC to ensure efficient coordination occurs across all operational partners and stakeholders.
- Produce JCC overnight report.
- Co-ordinate the production of the Commonly Recognised Information Picture (CRIP) for CCS.

Attendance at committees and meetings

5.98 The Head of the JCC will attend:

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

Defra Deputy Director Legal Division (Animal Health and Welfare)

Responsibility

5.99 The Deputy Director Legal Division (Animal Health and Welfare) is responsible for

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

Suspicion Phase (Amber Alert)

5.100 Upon suspicion of disease, the Deputy Director Legal Division (Animal Health and Welfare) will:

- Liaise with the Exotic Disease Policy Response Team and draft any declaration that may be required to establish the boundaries of an infected area.

Confirmation Phase (Red Alert)

5.101 Upon confirmation of disease, the Deputy Director Legal Division (Animal Health and Welfare) will:

- Agree/finalise any declaration.
- Establish legal support to the National Disease Control Centre (NDCC).

Mobilisation & Ongoing Management of Disease Control

5.102 Throughout the disease control operation, the Deputy Director Legal Division (Animal Health and Welfare) will be required to:

- Provide legal advice to the Animal Disease Policy Group and Civil Contingencies Committee.
- Ensure that there is sufficient legal support to the NDCC from its inception.
- Ensure that there are sufficient legal staff to meet emerging needs.
- Horizon scan for strategic issues.
- Attend NDCC birdtable meetings.

- Attend the Civil Contingencies Committee (Officials), if necessary.

Attendance at committees and meetings

5.103 The Deputy Director Legal Division (Animal Health and Welfare) may attend:

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

Animal Health Finance Director

Responsibility

5.104 The Animal Health Finance Director is responsible for

- Undertaking the role of NDCC Head of Finance or for delegating the role as required.
- All aspects of finance related to disease control operations and on-farm remediation work.

Suspicion Phase (Amber Alert)

5.105 Upon suspicion of disease, the Animal Health Finance Director will:

- Put support functions, such as Shared Services, Estates, Procurement and CIOD, on standby.

Confirmation Phase (Red Alert)

5.106 Upon confirmation of disease, the Animal Health Finance Director will:

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

Mobilisation & Ongoing Management of Disease Control

5.107 Throughout the disease control operation, the Animal Health Finance Director will be required to:

- Liaise with the Defra Finance Director and the EMB as necessary.
- Submit a regular finance report to the EMB and the Civil Contingencies Committee as required.
- Attend NDCC Birdtable Meetings.
- Horizon scan for strategic and tactical issues and advise on options and recommendations.
- Liaise with European Commission in conjunction with the relevant policy division, such as International Animal Health.

Attendance at committees and meetings

5.108 The Animal Health Finance Director will attend:

- NDCC Birdtable Meetings.
- Daily ROD teleconference.
- Emergency Management Board as required.
- Other meetings which have significant financial implications, such as policy discussions.

Animal Health HR Director

Responsibility

5.109 The Animal Health HR Director is responsible for:

- All aspects of HR related to disease control operations.

Suspicion Phase (Amber Alert)

5.110 Upon suspicion of disease, the Animal Health HR Director will:

- Put Defra HR on standby and identify Animal Health HR support if an LDCC is likely to be created.

Confirmation Phase (Red Alert)

5.111 Upon confirmation of disease, the Animal Health HR Director will:

- Establish a HR Cell in the NDCC and send HR support to LDCC.
- Establish NDCC annexe at Animal Health HQ.

Mobilisation & Ongoing Management of Disease Control

5.112 Throughout the disease control operation, the Animal Health HR Director will be required to:

- Forward plan for resource requirements (with Field Services Director).
- Produce up-to-date management information regarding resourcing of the outbreak.
- Attend NDCC Birdtable Meetings.
- Horizon scan for strategic and tactical resourcing issues.
- Resource NDCC teams in liaison with the Defra HR.

Attendance at committees and meetings

5.113 The Animal Health HR Director will attend:

- NDCC Birdtable Meetings.
- Daily ROD teleconference.
- Other meetings with significant people resource implications.

Defra Finance Director General

Responsibility

5.114 The Defra Finance Director General is responsible for:

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

Suspicion Phase (Amber Alert)

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

Confirmation Phase (Red Alert)

5.116 Upon confirmation of disease, the Defra Finance Director General will:

- Liaise with the Animal Health Finance Director to ensure all of the necessary finance structures are in place in the NDCC, LDCC(s) and sites associated with the outbreak.

Mobilisation & Ongoing Management of Disease Control

5.117 Throughout the disease control operation, the Defra Finance Director General will be responsible for:

- Liaison with HM Treasury and the National Audit Office.
- Overseeing and providing support to the NDCC Finance and Procurement Cells.
- Horizon scanning for strategic and tactical issues and advising on options and recommendations.

Attendance at committees and meetings

5.118 The Defra Finance Director General may attend:

- Defra Emergency Management Board.

Head of NDCC Data Analysis and Mapping Team

Responsibilities

5.119 The Head of the NDCC Data Analysis and Mapping Team is responsible for:

- Providing an analytical, information support service to the National Emergency Epidemiology Group (NEEG) and supporting the wider disease control operation with maps and statistics on the numbers and distribution of animals and premises at risk.
- Providing population information to modellers.
- Drawing up official zones and producing maps in relation to imposing restrictions.

Suspicion Phase (Amber Alert)

5.120 Upon suspicion of disease, the Head of the NDCC Data Analysis and Mapping Team will:

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

Confirmation Phase (Red Alert)

5.121 Upon confirmation of disease, the Head of the NDCC Data Analysis and Mapping Team will:

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

Mobilisation & Ongoing Management of Disease Control

5.122 Throughout the disease control operation, the Head of the NDCC Data Analysis and Mapping Team will be required to:

- Provide an analytical, information support service to the National Emergency Epidemiology Group (NEEG)
- Liaise with Animal Health to obtain up to date data on the location of premises, numbers of animals, visits which have occurred and samples taken.
- Liaise with Veterinary Laboratories Agency or Institute of Animal Health to obtain up to date data on results of testing.
- Daily upload/ download to DCS regarding status of particular premises and which zones they fall within.
- Produce extracts of data for modellers.
- Respond to requests for data, maps or statistics on the numbers and distribution of animals and premises at risk from NDCC, COBR or FFG policy.
- Provide data and maps to support policy decisions e.g. emergency vaccination policy and Experts Group meetings.
- Draw up and amend restriction zones on GIS as required and maintain the emergency interactive map on the Defra website.

Attendance at Committees and Meetings

5.123 The Head of the NDCC Data Analysis and Mapping Team will attend:

- NDCC Birdtable Meetings.
- Experts Group as required

Operational Roles

Regional Operations Director (ROD)

5.124 RODs are senior officials, who are identified and trained between outbreaks and are on call to lead Local Disease Control Centres in the event of an outbreak of animal disease. Each ROD is allocated to a specific region of England

Responsibility

5.125 The ROD is responsible for:

- Leading the local disease control operation and taking overall control of the Local Disease Control Centre (LDCC) and any associated forward operating bases (FOBs).
- Act as the local spokesperson on the operational aspects of the disease control operation to the media.
- Liaison with local Regional Policy Adviser
- Briefing the RRT and LRF/SCG chairs on the operational disease control response
- Liaison with the RRT and LRF/SCG chairs to ensure that arrangements are in place to manage the wider consequences of the outbreak and managing the relationship with the wider resilience partners

Suspicion Phase (Amber Alert)

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

Confirmation Phase (Red Alert)

5.127 Upon confirmation of disease the Regional Operations Director will:

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

- Liaise with the RRT and LRF/SCG chairs to ensure that arrangements are in place to manage the wider consequences of the outbreak

Mobilisation & Ongoing Management of Disease Control

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

- Lead the LDCC in the disease control operation.
- Liaise with the local Government Office for the Region (GO) in order to determine whether a Regional Civil Contingencies Committee (RCCC) should be established.
- Liaise with and provide briefing for the LRF/Strategic Co-Ordinating Group (SCG) chairperson.
- Act as the local spokesperson on the operational aspects of the disease control operation to the media.
- Chair LDCC Birdtable Meetings.
- Chair the LDCC Daily Management and Communications Meeting.
- Review accommodation requirements for the LDCC.
- Submit a daily situation report from the LDCC to the NDCC Operations Cell. This will include:
 - A summary of the progress of the outbreak and the control measures in their area.
 - Information received from stakeholder groups and an estimation of the impact of the outbreak on industry and the public.
- Participate in the daily RODs teleconference.
- Ensure that a Health and Safety advisor is in place to support the LDCC and local disease control operation.

Attendance at committees and meetings

5.129 The ROD will attend:

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

Regional Policy Adviser (RPAAd)

5.130 RPAAds are officials who are identified and trained between outbreaks and are on call to contribute to the strategic leadership of Local Disease Control Centres in the event of an outbreak of animal disease. Each RPAAd will be allocated to a specific region of England.

Responsibility

5.131 The RPAAd is responsible for:

- Ensuring that Animal Health and other delivery partners understand and advocate the policy objectives and help collect intelligence on whether the policy objectives are being delivered and if not offer opinions on why and what needs to change to ensure they can be in future.
- Representing Defra in dealings with local operational partners, stakeholders and media.
- Ensuring that policy is understood locally and advising on its interpretation.
- Supporting development of policy by providing direct feedback to NDCC policy officials on policy related issues on the ground and emerging from local stakeholder meetings.

Suspicion Phase (Amber Alert)

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

Confirmation Phase (Red Alert)

5.133 Upon confirmation of disease the Regional Policy Adviser will:

- Become a member of the senior management team at the LDCC, ensuring that policy is understood.
- Provide direct feedback to NDCC policy officials on policy related issues on the ground.

Mobilisation & Ongoing Management of Disease Control

5.134 Throughout the disease control operation the Regional Policy Adviser will be required to:

- Ensure that Animal Health and other delivery partners understand and advocate the policy objectives and help collect intelligence on whether the policy objectives are being delivered and if not offer opinions on why and what needs to change to ensure they can be in future.
- Act as the local spokesperson on the policy aspects of disease control operation to the media.
- Participate in LDCC Birdtable Meetings.
- Participate in the LDCC Daily Management and Communications Meeting.
- Contribute to a daily situation report from the LDCC to the JCC LDCC Liaison Cell. This will include:
 - A summary of the progress of the outbreak and the control measures in their area.
 - Information received from stakeholder groups and an estimation of the impact of the outbreak on industry and the public.
- Participate in the daily RODs teleconference.
- Provide support and advice to the ROD.

Attendance at committees and meetings

5.135 The RPA will attend:

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

Animal Health Divisional Veterinary Manager (DVM)

Responsibility

5.136 The DVM is responsible for:

- Supporting the Regional Operations Director by leading on the veterinary aspects of the Local Disease Control Centre during a disease outbreak situation.

Suspicion Phase (Amber Alert)

5.137 At suspicion phase, the Divisional Veterinary Manager will:

- Participate in the initial amber telephone conference.

Following the conference call the DVM will:

- Inform individual animal keeper as a matter of urgency.
- Alert Communications Directorate and the Regional COI News & PR as soon as the individual is told and before informing other external groups.
- Inform emergency planning departments and the Animal Health & Welfare sections of relevant local authorities, local police force, the Environment Agency, local National Farmers Union (NFU) and local veterinary practices.
- Inform local stakeholders and farmers.

Confirmation Phase (Red Alert)

5.138 Upon confirmation of disease, the DVM will:

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

Mobilisation & Ongoing Management of Disease Control

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

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

Attendance at committees and meetings

5.140 The DVM will attend:

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

Divisional Operations Manager (DOM)

5.141 DOMs are senior managers (usually grade 7 civil servants), who are identified and trained between outbreaks and agree to be on call to manage the administrative support to the local veterinary disease control operation. Each DOM is allocated a specific region of England.

Responsibility

5.142 The DOM is responsible for

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

Suspicion Phase (Amber Alert)

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

Confirmation Phase (Red Alert)

5.144 Upon confirmation of disease, the DOM will:

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

Mobilisation & Ongoing Management of Disease Control

5.145 Throughout the disease control operation, the DOM will be required to:

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

Attendance at committees and meetings

5.146 The DOM will attend:

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

6. Working with Others

6.1. The management, control, and eradication of an outbreak of exotic animal disease inevitably requires a coordinated response between a number of organisations. Depending on the disease in question and the scale and severity of the outbreak, the following will be involved.

Operational Partners

6.2. These are government/public organisations who play a key delivery role in assisting Defra and Animal Health in managing certain critical aspects of the disease control operation:

Environment Agency (EA)

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

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

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

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

Health Protection Agency (HPA)

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

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

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

Association of Chief Police Officers (ACPO)

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

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

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

Police Forces

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

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

- Work closely with local authorities to enforce movement controls and the policing of various control zones.
- Provide assistance to Animal Health through the provision of specialist knowledge in the area of management and co-ordination of major incidents.
- Police any Control Zones and enforce movement controls, working with local authorities.
- Provide general co-ordination of emergencies support, particularly in pursuing legal entry to premises.
- Work in partnership with local authorities and Animal Health to share and consider local intelligence.
- Manage any disturbances at the disposal sites/preventing Breaches of the Peace.

- Stop and check vehicles transporting animals.
- Provide representation on Regional Civil Contingencies Committee (RCCC) meetings, if necessary.

Local Government Association (LGA)

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

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

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

Local Authorities Co-ordinators of Regulatory Services (LACoRS)

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

- Provide advice to Local Authorities on both regulatory and enforcement matters.
- Assist in enforcing animal health and welfare legislation.
- Confirm Defra/Government Department emergency contact points.
- Ensure that key LACoRS staff are alerted and kept up to date on the current situation.
- Alert pre-arranged “ready reference” local authority contact group for use as immediate technical advisory point.
- Make available, on the LACoRS website, information and guidance for local authorities and send out regular e-mail updates.

Individual Local Authorities

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

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

- Assist Animal Health/ Defra with the provision of resources such as staff, vehicles, equipment and buildings, where necessary. The level of assistance will depend on local circumstances and other pressures which may arise.
- Enforce various disease controls and licence conditions.
- Erect road signs for publicising the Protection and Surveillance Zones (or Infected Area if it is an outbreak of Rabies) around a premises where disease has been confirmed. Signs are required on all roads at the boundaries of the zones.

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

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

6.18. Templates have been provided to LACoRS to ensure consistent appearance and usage which LACoRS has used as the basis for local authority guidance on rights of way signs.

6.19. Local authority animal health Officers are responsible for:

- The enforcement of most animal health and welfare legislation, including movement restrictions/licensing, enforcement within Control Zones.
- Liaising with Emergency Planning Officers for implementation of contingency plans, assistance with establishing disease outbreak “incident rooms”.
- Closing and reopening rights of way.
- Responding to enquiries from farmers/industry/general public.
- Monitoring livestock welfare especially. on transport and at markets.

- Providing assistance with control of cleansing and disinfection of infected premises and licensed animal gatherings.
- Maintaining effective liaison with other local Operational Partners.
- Providing an appropriate representative to attend the Local Disease Control Centre.
- Giving advice on enforcement.
- Proactively disseminating advice and education to local communities through established communication channels.
- Liaising with LACoRS to ensure an awareness of national guidance is maintained, and ensuring major issues are reported and resolved at a national level;

6.20. Other key local authority contributors during a disease outbreak include:

- Emergency Planning Officers (EPOs) who are part of the local authority emergency management co-ordination (in liaison with Government Office Regional Resilience Teams and LRF/SCGs) and who are responsible for:
 - Provision of contingency resources.
 - Identifying resources from all other parts of Local Authority.
- Environmental Health Officers who are responsible for:
 - Providing advice on public health implications of the disease control operations (e.g. disposal operations)
- Local authority highways and public rights of way departments who are able to assist, as necessary, with the production and erection signs on roads and public rights of way.

Other Government Departments

Department of Health (DoH)

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

Department for Transport (DfT)

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

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

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

Cabinet Office, Civil Contingencies Secretariat (CCS)

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

6.25. 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.

Food Standards Agency (FSA)

6.26. The FSA is responsible for providing advice to the public concerning implications for the food chain arising from an outbreak of exotic animal disease. The agency is responsible for assessing the level of risk to the consumer and will produce guidance on food safety based upon the latest scientific information. .

Meat Hygiene Service (MHS)

6.27. The MHS is an executive agency of the Food Standards Agency and is responsible for the protection of public and animal health through the proportionate enforcement of legislation in approved fresh meat premises. It is responsible for the delivery of official legislative controls relating to standards of hygiene in slaughterhouses and cutting plants.

Other Organisations

Central Office of Information (COI) News & PR

6.28. COI News & PR is responsible for:

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

Government Offices for the Regions: Regional Resilience Teams

6.29. Regional Resilience Teams are:

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

Regional Rural Affairs Forums

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

Military Liaison / Involvement of the Armed Forces

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

6.32. Defra has plans to bring in civil contractors quickly and effectively under contingency contracts to recruit additional staff and volunteers from Defra, other government departments, and externally. These arrangements reduce the need for support from the Armed Forces. Staff will receive ongoing training in planning a massive logistics operation, leadership, and effective communications. These skills are maintained through contingency planning and exercises.

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

Other Non-Departmental Public Bodies

Natural England

6.34. Natural England is an executive non-Departmental public body. It works to enhance biodiversity, landscapes and in rural, urban, coastal and marine areas; promoting access, recreation and public well-being.

Key Non-Government Stakeholders

Involvement of Stakeholders

6.35. A Stakeholder is a person or body who is affected by the management (operations and policy) of an Exotic Animal Disease outbreak (e.g. Farming Industry, rural businesses).

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

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

Categories of stakeholder

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

6.39. Veterinary – These will include national bodies such as the RCVS and BVA as well as specialist species groups and Local veterinary practices (including those with specialist species knowledge).

6.40. Commercial Agricultural - Auctioneers, Valuers, Markets.

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

Devolved Administrations

6.42. Defra, the Welsh Assembly Government, the Scottish Executive and Department of Agriculture and Rural Development Northern Ireland (DARDNI) have produced individual Contingency Plans outlining their responses to exotic disease outbreaks. Whilst specific to their own institutional arrangements, the plans are mutually complementary. In the event of a suspected or confirmed case of disease, Defra, the Scottish Executive, Welsh Assembly Government and DARDNI will ensure close liaison in order to co-ordinate the emergency response process and external communications.

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

Scotland

6.44. The Scottish Executive is fully responsible for all aspects of disease control in Scotland. In doing so it co-operates closely with other UK Administrations. Details of the Scottish Contingency Planning arrangements can be found at <http://www.scotland.gov.uk/Topics/Agriculture/animal-welfare/Contingencies/Introduction>

6.45. The Scottish Executive will be immediately informed where disease is suspected and/or confirmed anywhere in GB. The Scottish Executive will brief their Ministers and will produce any legislation required in Scotland (including movement and export controls). The Executive will be invited to send a Liaison Officer to the National Disease Control Centre when this is established.

6.46. In the event of an outbreak in Scotland the Scottish Executive will convene a Disease Strategy Group which will be chaired by the Rural Director. Its members will include CVO (Scotland), Head of the Rural Payments and Inspection Directorate, Animal Health and Welfare Division's Deputy Director and (if and when) the Armed Forces are involved the relevant Commander. The Scottish Senior Operations Manager and the Veterinary Services Manager (Scotland) of Animal Health will also be embedded within the Pentland House Headquarters structure and will facilitate communications to any local disease control centres. A Liaison Officer from Defra would be invited to Pentland House, Edinburgh.

6.47. The Disease Strategy Group will supervise the handling of the Scottish outbreak and will ensure Scottish Ministers, the Scottish Parliament, Stakeholders and the Media are appropriately briefed. Logistical support to the Scottish operation will be provided by the National Disease Control Centre.

Wales

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

- CVO (Wales), the Head of Farming Development Division and the Head of the Assembly Exotic Diseases and Contingency Planning Branch should be notified immediately of any outbreak of disease anywhere in Great Britain.
- 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 may be invited to attend CCC as required.
- Welsh Assembly Government Ministers are separately advised, will approve strategic decisions and will determine policies and actions in Wales relevant to local circumstances affecting the management of the outbreak locally.
- The Operations Director (Wales) (OD(W)) 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 on operational and tactical matters 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.
- The OD(W) 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, Control Zones, and import controls.
- The Welsh Contingency Plan be viewed online at:

<http://new.wales.gov.uk/topics/environmentcountryside/ahw/exoticdisease/?lang=en>

Department of Agriculture and Rural Development Northern Ireland (DARDNI)

6.49. DARDNI is fully responsible for all aspects of disease control in Northern Ireland. In doing so it co-operates closely with other UK Administrations. Animal Health is not the delivery agent in Northern Ireland.

6.50. Northern Ireland has a Generic Contingency Plan for Epizootic Disease, details of which are not outlined here, as it is part of a separate epidemiological entity from Great Britain.

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Glossary

ABPR	Animal By Products Regulations
ACPO	Association of Chief Police Officers
ADPG	Animal Disease Policy Group
ADR	International Carriage of Dangerous Goods by Road (UN Regulation)
AHDO	Animal Health Divisional Office
AHHHS	Animal Health Head of Health and Safety
AHO	Animal Health Officer
AHW	Animal Health and Welfare
AHWDG	Animal Health and Welfare Directorate General
AI	Avian Influenza
ASD	Accounting Services Division
ASF	African Swine Fever
BDT	Business Development Team (Animal Health)
C&D	Cleansing and Disinfection
CCC	Civil Contingencies Committee
CCC(O)	Civil Contingencies Committee (Officials)
CCS	Civil Contingencies Secretariat (Cabinet Office)
CCU	Customer Contact Unit (of Defra)
CD	Defra Communications Directorate
CE	Chief Executive
CLVI	Contingency Local Veterinary Inspector
CMO	Chief Medical Officer
COI	Central Office of Information
COBR	Cabinet Office Briefing Room
Comms	Communications
CONOPS	Concept of Operations (Cabinet Office)
CRIP	Commonly Recognised Information Picture (CCS)
CSA	Chief Scientific Adviser (Defra)
CSF	Classical Swine Fever
CVO	Chief Veterinary Officer

DA	Devolved Administration
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.
DCLG	Department of Communities and Local Government
DCVO	Deputy Chief Veterinary Officer, Director Vet Policy
DCS	Disease Control System
Defra	Department for Environment Food and Rural Affairs
DERC	Departmental Emergency Response Committee
DFT	Department for Transport
DG	Director General
DHSM	Departmental Health and Safety Manager (Defra)
DHSU	Departmental Health and Safety Unit (Defra)
DOH	Department of Health
DOM	Divisional Operations Manager
DRT	Disease Reporting Team
DVM	Divisional Veterinary Manager
EA	Environment Agency
EC	European Commission
ECCW	Emergency Co-ordination Centre Wales
EDPP	Exotic Diseases Policy Programme
EFRA	Environment, Food and Rural Affairs (Select Committee)
EI	Emergency Instruction (Animal Health)
EMB	Emergency Management Board (Defra)
EPO	Emergency Planning Officer (Local Authority)
ESA	Environment Services Association
EU	European Union
FCO	Foreign and Commonwealth Office
FFG	Food and Farming Group (Defra)
FMD	Foot and Mouth Disease
FPRD	Finance Planning and Resources Directorate
FSA	Food Standards Agency
GCN	Government Communications Network
GIS	Geographic Information Systems
GOs	Government Offices in the Regions

H&S	Health and Safety
HASANs	Defra Departmental Health and Safety Notices
HMT	Her Majesty's Treasury
HO	Home Office
HPA	Health Protection Agency
HR	Human Resources
HSE	Health and Safety Executive
IAH	International Animal Health (Defra)
IAHER	International Animal Health Emergency Reserve
IP	Infected Premises
JCC	Joint Coordination Centre
LA	Local Authority
LACORS	Local Authorities Co-ordinators of Regulatory Services
LASSA	Licensed Animal Slaughters and Salvage Association
LDCC	Local Disease Control Centre
LGA	Local Government Association
LRF	Local Resilience Forum
LVI	Local Veterinary Inspector acting as an Official Veterinarian
MHS	Meat Hygiene Service
MOD	Ministry of Defence
NCC	News Co-ordination Centre
ND	Newcastle Disease
NDCC	National Disease Control Centre
NE	Natural England
NEEG	National Emergencies Epidemiology Group
NFU	National Farmers Union
NWMT	National Wildlife Management Team
OD(W)	Operations Director Wales
OGD	Other Government Department
OIE	World Organisation for Animal Health (known as Office International des Epizooties until 2003)

PCD	Procurements and Contracts Division
PERT	Procurement Emergency Response Team
PPC	Pollution and Prevention Control
PQ	Parliamentary Question
“pre-emptive” or “preventative cull” 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.
Preliminary Cleansing and Disinfection	Biosecurity procedures put in place during the culling and disposal of animals and the initial treatment of contaminated areas of a premises with disinfectant.
PZ	Protection Zone
RADAR	Rapid Analysis and Detection of Animal Related Risk
RCCC	Regional Civil Contingencies Committee
RCU	Regional Co-ordination Unit of DCLG
RDS	Rural Development Service
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations
RIO	Registered Incinerator Operations (association of)
ROD	Regional Operations Director
RPA	Rural Payments Agency (Defra Agency)
RRD	Regional Resilience Director (Government Office)
RRM	Readiness and Resilience Manager (Animal Health)
RRT	Regional Resilience Team (Government Office)
RSAP WG	Rural Stress Action Plan Working Group
RSPCA	Royal Society for the Prevention of Cruelty to Animals

SAC	Science Advisory Council (Defra)
SAGE	Science Advisory Group for Emergencies
SCG	Strategic Co-ordinating Group
SCoFAH	Standing Committee (of the European Commission) on Food Chain and Animal Health
Secondary Cleansing and 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.
SEPA	Scottish Environment Protection Agency
SIR	Security, Intelligence and Resilience Directorate of the Cabinet Office
Sitrep	Situation Report
SRO	Senior Responsible Owner
SVD	Swine Vesicular Disease
TSO	Trading Standards Officers
TVI	Temporary Veterinary Inspector
UKRA	United Kingdom Renderers Association
UKREP	United Kingdom Permanent Representation to the European Union
VA	Veterinary Adviser
VENDU	Veterinary Exotic Notifiable Diseases Unit
VLA	Veterinary Laboratories Agency
VO	Veterinary Officer
VTVS	Vetnet Tracing Verification System
WAG	Welsh Assembly Government
WAG RA	Welsh Assembly Government Rural Affairs Department
WCC	Welsh Co-ordination Centre
WID	Waste Incineration Directive
WLGA	Welsh Local Government Association