



Department
for Environment
Food & Rural Affairs

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Animal Health and Welfare Board for England

Annual report: 2012/2013

April 2013

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Introduction from David Heath, MP, Minister of State

Good animal health and welfare underpins our livestock industry and the pleasure we gain from our pets, show animals and wildlife. Animal disease outbreaks can devastate the rural economy and trade and drain national finances. More importantly they can have a crushing personal and business impact on farms, farmers and rural communities. Defra's postbag also confirms the strength of feeling very many people have for animal welfare. Within the current economic background it's more important than ever to discharge our duty to direct limited public money smartly and provide value for money to the taxpayer. Our challenge is to improve how we work together in generating innovative solutions on eradicating bovine tuberculosis (BTb), disease prevention, disease control, animal welfare and other animal health and welfare issues in a way that helps us not only deliver our objectives, but also do so within a much tighter budgetary envelope.

I'm delighted the Animal Health and Welfare Board for England, as part of Defra, is helping us rise to this challenge. I take an active personal interest in the Board and have been struck by the impact it's had so far. I've been impressed both by the collaborative approach the Board brings, for example providing a contact point for business interests and others who keep and care for animals to engage with the animal health and welfare agenda, but also by the way it has managed to draw industry and official interests much more closely together. It has made a good start in demonstrating the added value genuine open and partnership working can bring to policy making. I've also been grateful for the Board's positive impact on specific policy areas – for example in helping broker constructive discussions with stakeholders on BTb, and for the detailed work it's initiated on current spending, its drivers and benefits.

The report also outlines some of the key business challenges in the year ahead. The budgetary pressures will again be exacting and we should not underestimate them. But I firmly believe they present us with an opportunity to think innovatively about why and how government and others undertake the things they do across the animal health and welfare agenda and to work together to identify smarter ways of doing them. The Board provides an invaluable forum to expose and catalyse this thinking into constructive solutions. I'd like to thank the Board for its work to date and to wish it well for the year ahead.

David Heath CBE MP, Minister of State for Agriculture and Food

Overview from Michael Seals, MBE, Chair of the Animal Health and Welfare Board for England

I'm delighted to present the Animal Health and Welfare Board for England's first Annual Report.

The Board represents a very different way of conducting government business. Prior to the Board, policy advice to Ministers was the sole preserve of officials. Now we have a Board comprised of external and official expertise who, together, provide the primary source of strategic policy advice to Defra Ministers on animal health and welfare issues in England.

The Board helps catalyse a constructive working partnership between officials, a broad range of animal sectors, and academic interests throughout the policy development and decision making processes. This means Ministers have assurance that options have been constructively challenged and robustly scrutinised by officials *and* those with external expertise alike before they are invited to make decisions.

Our brief isn't atypical of Whitehall: we need to deliver positive policy outcomes - on Bovine TB (BTb), disease surveillance and animal Welfare amongst others - at a time when those issues are as challenging as they've ever been, and at a time of unprecedented cuts in government spending.

This report describes the start we've made on these and other issues and our proposed priorities for the year ahead. Amongst a year of many highlights I've been particularly struck by the way in which the Board's active involvement in the BTb Strategy conversations with stakeholders helped generate a range of constructive ideas and the way in which we worked together on Defra's animal health and welfare related business plans. I've also been both impressed and grateful for the way in which the different sectors have developed strong relationships with the Board and, in some instances, reorganised themselves to help tackle our shared challenges.

The report also describes the challenges we'll be focusing on in the year ahead. For example, we need to continue to draw together a strategic package responding to the challenge of BTb, and we'll also need to input to the forthcoming negotiations on the new EU Animal Health Law. We'll need to do this, and much more, at a time of unprecedented budgetary constraints. The Board will continue to work with officials and industry to unearth, harness and implement innovative, smart ways of delivering our shared objectives at lower public cost.

I'd like to register my thanks to my fellow Board members, to our Secretariat and, in particular, to all the stakeholders and Defra officials who have worked with us over the last

year. It has been a privilege to chair the Board through its first year and I'm looking forward to working with you all in the year ahead.

A handwritten signature in black ink that reads "Michael Seals". The signature is written in a cursive style with a horizontal line underneath the name.

Michael Seals, MBE, Chair of the Animal Health and Welfare Board for England

About the Board

Introduction

The Animal Health and Welfare Board for England (AHWBE) met for the first time in November 2011. It was established to bring external experience and perspective into the heart of the decision making process. The Board's remit contrasts strongly from the traditional Whitehall model, bringing together independent non-executives with relevant knowledge and skills, and senior government officials under the independent chairmanship of Michael Seals to become the principal source of Departmental advice to Defra Ministers on all strategic animal health and welfare policy matters relating to kept animals (excluding the welfare of zoo and circus animals) in England.

Role

The Board is formally part of Defra and focuses on strategic, longer term and cross-cutting matters with a potentially high impact on animal keepers and where communications with and input from the various sectors are key to success. Its responsibilities include:

- setting the strategic policy and budget priorities within the available budget envelope;
- development of key policies and how they should be funded (including where appropriate charging regimes for funding these policies);
- assessment of the risk of threats from animal disease and how to manage these;
- determining what the surveillance and research priorities should be;
- the implementation of policy, commissioning its delivery and ensuring value for money by the relevant Defra agencies and other delivery organisations;
- the effectiveness and proportionality of the regulatory framework;
- approving the operational plans of the Animal Health and Veterinary Laboratories Agency in relation to animal health and welfare in England and monitoring the delivery of those plans;
- approving the operational plans of other delivery bodies in respect of animal health and welfare in England (e.g. the Centre for Environment, Fisheries and Aquaculture Science, and the Food Standards Agency);
- the contingency plans for dealing with new disease outbreaks and for reviewing these plans on an annual basis (or as circumstances require). These should provide for speedy and effective day-to-day management of the outbreak by officials.

Membership

There are four executive members (Defra's policy Directors, the Chief Veterinary Officer and the Chief Executive for the Animal Health and Veterinary Laboratories Agency) and six non-executive members (see Annex A for a list of members). Each non-executive member is responsible for engaging with a defined portfolio of internal and external stakeholders (table 1).

Table 1 Stakeholder portfolios

	Michael Seals (Chair)	Stewart Houston	Richard Davis	Stuart Roberts	Tim Morris	Jonathan Rushton	Mark Tufnell
External Stakeholders	Farming associations	Pigs and poultry (inc. farmed gamebirds)	Dairy, beef and sheep		Equidae (eg horses and donkeys)	Exporters and importers	Other farmed animals (inc. goats, camelids and aquaculture)
	Other government departments, devolved administrations and local authorities	Animal welfare organisations	Feed industry and animal by-products industry	Livestock auctioneers	Companion, zoo and exotic animals	Food industry	Veterinary profession
		Sector Councils	Farm Assurance & Levy Boards			Consumer organisations	Insurance sector
Cross Cutting Areas	Media	Animal welfare	Evidence, research and development				Public health (inc. The Department of Health)
		EU Animal Health Law	Livestock identification and traceability	Stakeholder communications	Endemic disease programme development and sustainable livestock farming		
Defra	Defra Ministers	Animal disease surveillance and novel diseases	Livestock identification and movement controls		Animal disease surveillance and novel diseases	Global trade	Zoonoses (inc. Transmissible Spongiform Encephalopathies)
	Chief Veterinary Officer and Defra Chief Scientist	Animal welfare (inc. FAWC)	Animal by products, farm animal exotic diseases, contingency planning	Bovine tuberculosis (inc. TBEAG)	Companion animal exotic diseases, contingency planning	Sustainable livestock farming	
	AHWBE Secretariat		Bovine tuberculosis (inc. TBEAG)		Evidence, research and development		
Defra Agencies	Chief Executive Officer AHVLA	AHVLA	AHVLA and RPA/BCMS		AHVLA and VMD	AHVLA and FERA	AHVLA and CEFAS

Review of the year

The Board has conducted its business through a range of channels, including its formal monthly Board meetings, through bilateral and multilateral direct engagement with business, and by working alongside policy teams.

Board meetings

Since the Board's first meeting in November 2011 it has met on a monthly basis with the exception of August and November 2012. The Board has discussed and provided input to policy development on a wide range of issues. It has also received presentations from a range of external interested parties. These are summarised in Annex B.

Advice to Ministers

The Board has advised Defra Ministers on strategic policy affecting the health and welfare of kept animal in England on a range of issues including:

- Approach to updating Farm Animal Welfare Codes
- Implementing the recommendations from the review of TBEG (including establishing TBEAG)
- Animal Health and Welfare Strategy for England
- New model for delivery of surveillance
- EU issues on Bovine TB
- National Equine Database
- Changes to cattle movement controls
- AHWBE Call for views on Bovine TB
- TB Eradication Strategy
- TB Partnership Project
- R&D priorities

Stakeholder Engagement

The Board has held two stakeholder workshops in February and June 2012 and three meetings with representatives of Sector Councils in March, July and December 2012. In addition the non-executive members of the Board have held numerous meetings with a wide number of stakeholders. The Board publishes a note of its meetings and its recommendations to Ministers. We're reviewing the effectiveness of the current arrangements.

Highlights

Our work tends to fall within 5 broad themes: outlining desired outcomes to policy teams; steering policy development; submitting recommendations to Ministers; investigating and challenging current and future delivery models, and engaging interested parties within and beyond Defra. Highlights over the last year of how we have applied these themes include:

- Non-executive Board members working with the Defra TB Team have led conversations with all interested parties on BTb to help generate constructive industry engagement and ideas for development of future policy options. The Board established the TB Eradication Advisory Group under an independent chairman to concentrate on BTb and the detail of future policy development.
- Working closely with officials to develop an unprecedented review of Defra spend in the area of Animal Health & Welfare, the benefits it buys, the rationale for government involvement, and options for different and new ways of delivering the same policy objective more effectively within budgets. This has helped Defra plan its animal health and welfare related business within budget. The Board aims to utilise government funds under the banner of “supported responsibility”, where we expect to see industry taking responsibility for animal health and welfare with a range of government support measures.
- The Board worked with AHVLA to develop and lead engagement with interested parties on a new animal disease surveillance strategy aimed at improving our surveillance capability that is more cost-effective, incorporating public, private and academia.
- Recommending to Ministers not to proceed with a new National Equine Database, using the outcome to work directly with the horse industry to seek a comprehensive solution to issues around horse passports and future data capture.
- Recommending the introduction of voluntary, rather than statutory welfare codes for farmed species, so those who keep and care for animals can better engage to produce relevant and more up to date codes.
- All non-executive Board members have portfolios of external stakeholders to provide engagement into and out of Defra. Within business areas, non-executive members provide challenge and assurance to teams as they develop policy options.

Our first year has involved a great deal of information gathering, we have through our portfolio meetings and working groups acquired a good working knowledge of the Animal Health and Welfare Department within Defra, its current and future budgets, processes,

strategies and people. The Department has also re-structured around the Board with a clearly identified AH&W Directorate working alongside the Deputy CVO's Directorate. This has enabled policy development to be more clearly defined and ordered. Working within its allocated budget, the Board has cost some £135,000 to date.

Evaluating the Board

Defra has commissioned an independent evaluation of the Board which will report fully next year. Many of those who work with the Board have already discussed their thoughts with the evaluation team and a summary of their interim findings is at Annex C. The findings are broadly positive and the ideas for further improvements have been welcomed. As a result of the interim findings the Board will be focusing even harder next year on engagement, on determining where it can add most value and settings its programme accordingly.

Reflections on the Board

Richard Davis – Non Executive Board Member

“Austerity is brutal and is affecting all our lives and DEFRA and farmers are no different. It is in this context that the AHWBE set out on its Journey and it has been very challenging. I have been on a steep learning curve trying to put all the pieces together but joining the finance sub group certainly has allowed me to focus in on some key issues in AHW and AHVLA budgets.

As a dairy farmer, of course, BTb is a major concern, so being able to learn about this crippling and expensive disease from AHVLA and DEFRA officials as well as farmers caught in the BTb trap, has been invaluable for me and the work I am doing on AHWBE.

Looking forward Budgets and money will continue to dominate, the launch of a consultation on a strategy for BTb although long overdue, will be challenging and have some tough messages, but I hope I can continue to bring my experience from other board appointments to the AHWBE”.

Lee McDonough – Executive Board Member

“I joined the Board in November 2012 when I took up my post as Director of Animal Health and Welfare. The thing I have enjoyed the most about being part of the Board is the fresh perspective and challenge this way of working has brought to policy development, encouraging us all to think differently which ultimately means we deliver better outcomes. The work the Board has led on TB highlighted this; engaging with industry direct; feeding in their views from the start; not shying away from the difficult conversations. I have also been struck by how well the Board works together as a team with a real sense of shared responsibility and commitment.

We need to build on the successes of this year and I am looking forward with the Board to meet the challenges of the year ahead.”

Nigel Gibbens – Executive Board Member

“I’ve been struck by the way the non-executive members of the Board have risen to the challenge of understanding and being truly representative of a wide range of stakeholders, not just animal keepers but also ordinary people who care about their food, animals and the environment. For example, Stewart Houston has championed the Board’s engagement with the sector councils and I’m pleased these groups continue to develop to promote improved animal health and welfare.

As CVO UK, I need to ensure the Board takes account of the implications for GB/UK and for our EU and international obligations and relationships. The Board provides a strong voice for England interests but the best solutions will be those that work across the UK and avoid unnecessary differences and challenges for animal keepers and others. The Board recognise this and it’s helpful that Devolved Administration colleagues observe its meetings and that the Chair is initiating dialogue with his Devolved counterparts. Some of our most important policy issues relate to rules set at EU level we need to present an agreed UK position in Europe. Whilst this isn’t the role of the Board, a clear Board view on the ideal England position is very important”.

Tim Morris – Non Executive Board Member

“Fraud in the food chain, with horsemeat found in processed meat products, highlighted important aspects of the Board role. The Board deals with strategic policy so it was important not to get involved in the detailed operational response, but to focus on ensuring as a non-executive that the officials in Defra, AHVLA and VMD had all the information they need from the equine sector, and that sector itself felt its views were represented. This representation was helped because the Board over the last year had worked to help the sector itself to develop a functional Equine Sector Council to work with the Board and others. The Sector Council had previously developed proposals to improve Horse Identification and the Board helped start to progress them. When the Secretary of State then asked for a meeting to chart a way forward, this Sector Council was there to rapidly respond, and was able to participate directly as an informed, representative and productive partner to provide solutions for improved horse identification for food safety and equine welfare. The Sector Council will also be, with a direct link through the Board, a partner in the delivery of these solutions”.

Julie Pierce – Executive Board Member

“The Board provides an excellent opportunity to gain insight from all parts of the livestock farming industry and other groups into emerging or well developed ideas and proposals. Through the first year we have established the vehicle, built an understanding of each other’s backgrounds and developed relationships to allow us to have these discussions;

we now need to exploit this capability through the development of more structured conversations”.

Vic Platten – Head of the AHWBE Secretariat

“To me, the most striking thing about the Board is that it exists at all. There are no other examples in Whitehall where external expertise has been so completely integrated into policy making and Departmental structures – or where strategic policy advice is submitted directly to Ministers by the chairman of a Board rather than by officials. This represents a seismic paradigm shift for stakeholders and officials alike away from how we’ve traditionally conducted animal health and welfare business to a new partnership model. Next year’s challenges will provide ample opportunities to test the Board’s value in helping shape and deliver the right business outcomes in the right way at the right price.”

Alick Simmons – Executive Board Member

“Given the state of public finances, it was clear from the outset that the Board needed to consider the future of the Government-supplied services that support animal health and welfare via the Animal Health and Veterinary Laboratories Agency. In conjunction with the policy teams, the sub-group on finances, of which I am a member, systematically examined every animal health and welfare policy area.

The sub-group asked:

- Is the activity necessary?*
- Is it being done efficiently?*
- Could someone else do it?*
- Could someone else pay for it?*

The outcome was a plan which included a reduction in activity (for example, BSE surveillance, where the risk is reducing) and introducing or increasing charges (for example, export certification, where it was judged that Government must supply the service). More detailed and long term work on TB was necessary simply because of the scale and complexity of the subject but the same principles have been adopted.”

Mark Tufnell – Non Executive Board Member

“My portfolio includes the veterinary profession and endemic disease programme development. Part of my work in the first year of the AHWBE has been to raise the profile of endemic diseases within the livestock sector and Government working with my fellow board member Jonathan Rushton. The Veterinary Record kindly published an article on the role of the Board and within it I raised the issue of the veterinary profession working alongside the industry to help tackle endemic diseases. Partnership working is going to be key in promoting better and more efficient ways of managing diseases.

More specifically we have subsequently seen RDPE funding being used to promote knowledge transfer (KT) on bovine viral diarrhoea (BVD) and sheep scab in England. I am

part of the BVD group and would like to see a joined up approach to the overall eradication in England after the KT phase has been completed. This will be another one of our challenges in 2013”.

Stewart Houston – Non Executive Board Member

“It’s been really interesting to see the combined experience of Execs and Non Execs help us come to an agreed piece of advice to Ministers and find ways of challenging presentations from Defra and industry colleagues alike.

The poultry sector has made sure I’m up to speed and engaged by organising a fascinating series of “Walk the Chains” covering broiler, layers and duck production. There is much we can learn from these market focused sectors. It’s also been interesting to engage with FAWC, RSPCA, the poultry sector and BVA on welfare and to be given some of their priorities to work on.

The Sector Councils are fundamental to informing strategic policy. They are also taking the lead on health and welfare improvement with the cattle and sheep sectors catching up with the well-established Pig Health and Welfare Council. The chairs of these Councils meet regularly to spark ideas off each other, learn from each other and bring together a collective knowledge and enthusiasm that is already making a difference to the way the Board and industry work. We’re pleased to see the addition of equine and camelid input and most recently, a dog and cat sector.”

Jonathan Rushton - Non Executive Board Member

“The Board provides an example of how government can introduce constructive challenge to public policy making, in turn influencing public resource allocation and private resource allocation through smarter policy interventions. The openness of the officials to this process has been impressive, particularly when dealing with very thorny issue around the large budget allocated to bovine tuberculosis. The response has been to re-examine the delivery mechanisms, question the science of how the disease is currently managed and look for solutions that involve public and private partnership. I see this as a starting point, much work is left to be done in the areas of:

- private spending on animal health and welfare,*
- how we measure the outcomes from our work and*
- how we disseminate messages to the general public and our overseas clients on England’s high animal health and welfare status.*

With my background as a farmer’s son, with a career in agricultural economics as an international consultant and academic the Board has been a great challenge in applying my own personal and professional knowledge. I look forward to the next years.”

The year ahead

This section restates elements of the Board's guiding principles (see Annex D for full text) which were agreed following extensive consultation last year with stakeholder interests. These provide the framework for the suggested priority issues the Board has proposed for the coming year.

Guiding Principles

In developing and delivering animal health and welfare policies in England we must be guided by a clear statement of purpose which will guide our actions and decision making. The purpose of acting on animal health and welfare is to:

- *support sustainable food production and the competitiveness of the livestock industry;*
- *protect public health from animal related threats; and*
- *promote good health and welfare for all kept animals.*

Through the work of the Animal Health and Welfare Board for England, we will be guided by the following principles:-

- Roles and responsibilities of animal keepers and Government agreed and a fair balance of costs achieved.
- Animal keepers to develop greater self-reliance and Government to provide strategic support where needed.
- Actions are transparent, evidence based and achieve maximum value for money.
- Encourage innovation and adoption of alternative approaches.
- Government, animal keepers and relevant bodies working together to ensure that legal obligations on animal health and welfare are effectively achieved.
- Risk based and targeted inspections; rewarding greater professionalism and higher standards from animal keepers.

Outcomes

Through the application of these principles we aspire to achieve the following longer term outcomes -

- The risks of incursions of exotic diseases should be reduced; but when they occur they must be quickly eradicated. Endemic diseases must be tackled, brought under control and eradicated where appropriate.
- Best practice on disease prevention and animal welfare embedded across all sectors. Good animal health and welfare of all kept animals which in turn can improve the competitiveness of livestock keepers and benefits the wider industry and society.
- Bovine Tb to be eradicated in England.
- Sustained consumer confidence in food we produce from livestock

Our priorities

We're proposing the following priorities for the Board in the year ahead:

- An affordable and comprehensive TB eradication strategy.
- A review of compensation arrangements in the event of a disease outbreak.
- A fit for purpose response to the Macdonald Review livestock movement recommendations.
- An agreed negotiating position for the EU Animal Health Law which gives us the best chance of securing a package which best serves England's business and animal health interests.

This is not an exclusive list and our agenda will continue to include issues across the spectrum on animal health and welfare, including disease readiness, spending priorities and value for money, and our ongoing work to engage constructively across animal keeping sectors.

Annex A

Non Executive members

Michael Seals MBE, chair

Michael Seals farms 250 acres arable with a pedigree South Devon herd in South Derbyshire. He is Chairman of the National Fallen Stock Company. Michael has previously been a trustee of the British Horse Society, sat on the National Farmers Union (NFU) Council and was Chairman of the NFU National Food Standards Committee.

Richard Davis

Richard Davis farms 104 hectares in North Bedfordshire with 110 pedigree Holstein Friesian cows and 70 head of young stock. He is a Farmer Director of First Milk Ltd. He is committed to improving dairy cow health and welfare. He has been a member of the English Cattle Health and Welfare Group and the Compassion in World Farming / The Royal Society for the Prevention of Cruelty to Animals Calf Export Forum, and is a Privy Council Lay Member at the Royal College of Veterinary Surgeons.

Stewart Houston

Stewart Houston is Chairman of British Pig Executive (BPEX), Board Member of the Agriculture and Horticulture Development Board, and Director of the National Pig Association. He has been a pig producer in North Yorkshire since 1970, is Managing Director of Microware Pig Systems Ltd, and has had high level jobs in the National Farmers Union. Mr. Houston is a Non-Executive Director of the Scottish Agricultural College and has been awarded a CBE and a David Black Award for his sustained contribution to the British pig industry.

Tim Morris

Professor Tim Morris is a science and welfare advisor to a number of organisations involved in thoroughbred racing and breeding and vice chair of the British Horse Industry Confederation. He is a veterinary surgeon with a PhD in livestock reproduction and has held a large number of leadership roles in veterinary professional organisations, industry bodies, animal science and welfare charities.

Stuart Roberts

Stuart Roberts is Agriculture and Livestock Director at Anglo Beef Processors where he has responsibility for all aspects of agriculture and livestock policy as well as sustainability. Prior to this, he was Chief Executive of the British Meat Processors Association and spent

eight years within the Ministry of Agriculture, Fisheries and Food, the Food Standards Agency and the Department of Environment Food and Rural Affairs, involved with livestock policy. Mr. Roberts has a degree in Agriculture and Business and is a Nuffield Farming Scholar. He is also a Board Member of Assured Food Standards, a Liveryman of the Worshipful Company of Butchers and a partner in an organic beef and cereal farming business in Hertfordshire.

Jonathan Rushton

Jonathan Rushton is an agricultural economist who specialises in the economics of animal health and livestock production – an interest that grew from living and working on the family dairy farm. He is involved in research in the UK and Europe, and has extensive international experience of livestock production and the control of animal diseases in South America, Africa, Nepal and South East Asia. During the response to the global avian influenza outbreak in 2006 he worked at the Food and Agriculture Organization of the United Nations (FAO), and he continues to provide advice to the World Organisation for Animal Health (OIE)/FAO/World Bank Working Group on the global control of foot and mouth disease. He is the Professor of Food Systems and Animal Health Economics at the Royal Veterinary College, and a member of the Leverhulme Centre for Integrative Research on Agriculture and Health.

Mark Tufnell

Mark Tufnell runs a family farm in the Cotswolds. He is a Chartered Accountant and Tax Advisor and has a diploma in Advanced Agricultural Business Management from the Royal Agricultural College. Mr Tufnell chairs several groups including the Agriculture and Land Use National Committee for the Country Land & Business Association (CLA) and the Audit & Risk Committee at the Three Counties Agricultural Society. He is also a former Cabinet Member for the Environment and Communities at Cotswold District Council and was previously a Secretary of State nominee on the Cotswolds Conservation Board.

Executive members

Nigel Gibbens

Nigel Gibbens is the UK's Chief Veterinary Officer. He was appointed in May 2008 following previous experience in the State Veterinary Service and in policy roles on international trade, TSE research, surveillance and controls, animal welfare and international relations co-ordination for Defra's Food and Farming Group. Prior to joining the UK government services in 1990, Nigel worked in private practice in his early career and in Government veterinary services in Belize and Yemen.

Chris Hadkiss

Chris Hadkiss was appointed Chief Executive of the Animal Health and Veterinary Laboratories Agency (AHVLA) in January 2013. Prior to this, he was Executive Director in charge of Operations at the Forensic Science Service. Chris started his career with the Metropolitan Police Forensic Science Laboratory, working on a wide range of criminal investigations for both UK Police and foreign governments. During his career, he was heavily involved in the creation of the National DNA database. He also spent time working as the Advisor on Forensic Science at the Central Finance and Policy Group of the Home Office and then as an independent forensic consultant.

Lee McDonough

Lee McDonough is the Defra Director for Animal Health & Welfare (Disease Control) Directorate and her remit covers animal welfare; bovine TB; disease response capability; animal movements and ID and corporate customer for the Animal Health and Veterinary Laboratories Agency. Lee is a career civil servant, and has worked in a number of policy areas before joining Animal Health and Welfare including nuclear safety and environmental radioactivity policy, food safety and marine policy.

Alick Simmons

Alick Simmons is the UK's Deputy Chief Veterinary Officer. He was appointed to Defra in 2007 and has number of policy responsibilities including zoonoses controls, aquaculture health, surveillance, research and risk assessment. Apart from a spell in private practice in the UK early in his career, Alick has spent most of his career involved in livestock disease control, animal welfare and food safety at a national level. From 2004 – 2007 he was the Food Standards Agency's Veterinary Director. Previously, he has held a variety of policy, advisory and operational positions in the UK and overseas involving the control of animal diseases with public health and economic significance.

Annex B

Summary of issues discussed and presentations received from external interested parties

- AGM and Annual Report
- AH&W Strategy for England
- AHVLA Charging Project
- Animal Disease Compensation
- Animal Disease Surveillance and Surveillance 2014
- Animal health and welfare finance
- Better Regulation and the Farming Regulation Task Force
- Board Communications
- Compliance and Enforcement
- Core Groups
- Defra Business Framework and Policy Cycle
- Defra Business Planning 2013/14
- Defra Evidence Strategy and Evidence Plans
- Disease Risk Readiness
- Draft Report on Risk-Based Trading Group
- Endemic Diseases Programme
- EU Animal Health Law
- EU Animal Welfare Strategy
- Evaluation of AHWBE
- Evidence based policy making
- Farm Animal Welfare Codes
- Forward Work Plan
- Funding for a National Equine Database
- Import Controls Strategy
- Livestock Information Databases
- Macdonald Farm Regulation Task Force Update
- Macdonald Livestock Recommendations
- Managing Risks
- Protecting Animal Welfare in a Disease Outbreak – Livestock Welfare Disposal
- RDPE Funding
- R&D priorities
- Response to consultation on tackling irresponsible dog ownership
- Review of Disease Contingency Plan
- Schmallenberg virus

- Sector Councils
- Strategies for Influencing Change
- TB AHWBE Call for Views
- TB: implementing the recommendations from the review of TBEG (including establishing TBEAG)
- TB Eradication Strategy
- TB in camelids
- TB Testing
- The Board's future business priorities
- Third Country Export Health Certification – New IT System
- Tripartite Agreement
- Value for Money

The Board has also received external presentations from stakeholders:

- Farm Animal Welfare Committee (FAWC) – Briefing on FAWC
- Harper Adams University College– Engaging and Influencing Livestock Keepers
- National Health and Welfare Panel and Association of Chief Trading Standards Officers and National Trading Standards Board: Animal Health and Welfare – Regulating the Risk
- BPEX – Pig Welfare Outcomes
- FAWC – Draft FAWC Report on 'Farm Animal Welfare: Health and Disease'
- British Cattle Veterinary Association - A Holistic view of UK herd health and endemic disease control'
- National Sheep Association – CAP 2014 – The rationale and potential for animal health and disease incentives

Annex C

Summary of interim Board Evaluation by Brook Lyndhurst

Defra commissioned independent research consultancy, Brook Lyndhurst¹ to undertake an evaluation of the Animal Health and Welfare Board for England. Brook Lyndhurst's full executive summary of the Interim Report will be available shortly at <http://www.defra.gov.uk/ahwbe/> This Annex sets out the researcher's recommendations intended to inform the Board's development over the next year.

Introduction

The Animal Health and Welfare Board of England (AHWBE) was established in April 2011. The AHWBE's role is to make direct recommendations to Defra Ministers on strategic policy affecting the health and welfare of kept animals in England including farm animals, horses and pets (excluding the welfare of zoo and circus animals). The Board comprises an external (i.e. non-Defra) chair, six external members and four senior officials from Defra and the Defra network, who sit together as part of the internal structure of Defra. The Board's operations are supported by a Secretariat, which is made up of a team of Defra officials.

Evaluation of the Board

The Board's terms of reference state a requirement to evaluate its performance two years after it was established, in particular to assess its progress against the following expected impacts:

- Improved openness in policy making
- Collaborative decision making
- Greater responsibility for animal health and welfare among industry
- Value for money in policy development and delivery

¹ <http://www.brooklyndhurst.co.uk/>

Brook Lyndhurst was commissioned to conduct a two-phased evaluation with an interim assessment (after one year) made after the initial data gathering. The evaluation comprises three elements:

- Interviews with stakeholders to inform an initial assessment of the Board's impacts
- On-going monitoring of the Board's activities during the second year of its operation
- A further programme of interviews late in 2013 to fully assess its performance

Confidential, qualitative interviews were used to assess the Board's early impacts. In all, forty-six individuals who have interacted with the Board were engaged by the research team. They included the Board members themselves, internal stakeholders (i.e. Defra officials) and external stakeholders (such as representatives of industry organisations, non-governmental organisations, devolved administrations and other government departments).

This Interim Summary outlines the research team's recommendations intended to inform the Board's development over the next year, in preparation for a more detailed evaluation of its performance in the autumn of 2013. Further information is presented in a full Executive Summary of the Interim report available at <http://www.defra.gov.uk/ahwbe/>

Recommendations

On balance, many interviewees have a positive sense of the Board's progress to date and are hopeful about its impact over the year to come. In general there is:

- Broad support for the idea behind the Board
- An appreciation that it is difficult to establish a new governance mechanism, and
- A sense that a year is about the amount of time needed simply to get the basics in place

This initial review also reveals a number of challenges for the Board to consider:

- Building relationships with those who feel threatened, excluded or unfairly represented and the need for systematic engagement with industry
- Increased clarity about scope and demonstrable strategic oversight, and
- Scepticism and uncertainty about the value the Board adds to policy development

The research team proposes three key recommendations to address these challenges which are:

1. Develop and deliver an engagement strategy

Develop an engagement strategy that maximises the effectiveness and efficiency of the Board's communications activities across industry and government. The strategy should contain the following elements:

- a database of all parties with an interest in the Board or animal health and welfare
- a map of all parties according to their relationship with the Board and their interests
- a means of identifying when to engage different parties and for what purpose
- a review of communication tools available to the Board
- a process for vetting the appropriateness of tone and language used
- a plan to deliver the engagement strategy in conjunction with the Secretariat

2. Scope and process for selecting key issues

Delimit and transmit the Board's scope and prioritisation processes to ensure all parties fully understand what the Board is working on, how this is determined and why this is the case.

The research team recommends this should be achieved by mapping all animal health and welfare policy issues annually and systematically determining which areas the Board will be involved with, against resources available to it. Moreover, it is recommended that the Board develops a process for reviewing and resolving issues that arise from industry to avoid losing strategic focus.

3. Demonstrate value in policy development process

Produce a map or organogram to help explain where the Board sits within Defra, what its role and responsibilities are in relation to policy teams, and how it draws upon the advice and support of industry. The map could be used as a basis for tracking progress alongside an activities log (currently under development by the Secretariat). It could also be used as a reference guide when communicating how specific decisions have been made.

Annex D

Guiding Principles for Animal Health and Welfare Policy and Delivery in England

For the first time, independent people with relevant knowledge and skills; together with Government officials are, through The Animal Health and Welfare Board for England, making direct recommendations to Ministers on animal health and welfare. Public health must be protected from animal related threats (such as disease, food contaminants and anti-microbial resistance) and animal welfare must be assured. There is also a need to manage overall risk, and costs of animal disease to industry, taxpayers and the wider economy.

We must make sure that investment in disease prevention and management is effective and delivers value for money. Roles and responsibilities for animal health and welfare must be agreed, understood, transparent and acted upon by all, including animal keepers, Government and others.

These guiding principles have been prepared in consultation with the Board, animal keepers, those involved in food production, those who provide support to companion and competition animals and other interested parties. This document clearly sets out the principles we must apply and the outcomes we will jointly achieve, committing us all to specific actions, but retains essential flexibility for new challenges to be met as progress is made.

Purpose

In developing and delivering animal health and welfare policies in England we must be guided by a clear statement of purpose which will guide our actions and decision making.

The purpose of acting on animal health and welfare is to:

- support sustainable food production and the competitiveness of the livestock industry;
- protect public health from animal related threats; and
- promote good health and welfare for all kept animals.

Principles

Through the work of the Animal Health and Welfare Board for England, we will be guided by the following principles:-

1. Roles and responsibilities of animal keepers and Government agreed and a fair balance of costs achieved.
2. Animal keepers to develop greater self-reliance and Government to provide strategic support where needed.
3. Actions are transparent, evidence based and achieve maximum value for money.
4. Encourage innovation and adoption of alternative approaches.
5. Government, animal keepers and relevant bodies working together to ensure that legal obligations on animal health and welfare are effectively achieved.
6. Risk based and targeted inspections; rewarding greater professionalism and higher standards from animal keepers.

Outcomes

Through the application of these principles we aspire to achieve the following longer term outcomes:-

1. The risks of incursions of exotic diseases should be reduced; but when they occur they must be quickly eradicated. Endemic diseases must be tackled, brought under control and eradicated where appropriate.
2. Best practice on disease prevention and animal welfare embedded across all sectors. Good animal health and welfare of all kept animals which in turn can improve the competitiveness of livestock keepers and benefits the wider industry and society.
3. Bovine Tb to be eradicated in England.
4. Sustained consumer confidence in food we produce from livestock.