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Animal Health and Welfare Framework

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Llywodraeth Cymru
Welsh Government



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Section One – Introduction

Background

1.1 The Animal Health and Welfare Framework was introduced after the Foot and Mouth Disease (FMD) outbreak in 2001, to recognise the importance of central and local government working in partnership. It was created in 2002 from a partnership between Defra, the Welsh Assembly Government and the former Local Government Regulation (previously LACoRS prior to its dissolution in 2011), on behalf of local authorities. All parties continue to work in partnership on the operation of this Framework.

1.2 The Animal Health and Welfare Framework was reviewed at the end of 2010 to ensure it reflects the freedom for councils to decide the best approach for service delivery in their area and the ongoing reduction in public sector finance. The amended Framework aims to provide practical support on activities to be considered at a local level, risk assessment and working with key partners to prevent duplication, maximise resource and identify local priorities. ‘Localism’ is at the heart of the Coalition Government’s policies relating to local government. In practice, this has already meant a significant reduction in monitoring, auditing and direction from Central Government. The Coalition Government has removed ring fencing of grants, including the previous direct funding for animal health and welfare enforcement.

1.3 The reduction in central oversight of local government brings new responsibilities for councils. It is essential that councils work transparently, be accountable to local communities and work together to regulate and improve the sector. Councils should continue to engage businesses, government partners and wider community groups in the delivery of services.

1.4 The Framework provides support for local authorities in carrying out their statutory duties under animal health and welfare legislation, namely the Animal Health Act 1981 and Europe wide legislation made under the European Communities Act 1972. Under the Animal Health Act 1981, every local authority shall appoint as many inspectors and other officers as the local authority think necessary for the execution and enforcement of this Act.

1.5 Since its introduction there have been a number of relevant high profile reviews. Each has made a series of recommendations that impact on the way animal health and welfare is managed nationally and locally:

a) The Hampton Review

In March 2005, Philip Hampton produced his report: *‘Reducing administrative burdens: effective inspection and enforcement’*, in which he indicated that there should be a significant change to the way regulatory work is carried out. In revising this Framework the principles proposed by Hampton have been taken fully into account. They are as follows:

- regulators should allow, or even encourage, economic progress and only intervene when there is a clear case for protection;
- regulators should use comprehensive risk assessments to concentrate resources on the areas that need them most;
- regulators should provide authoritative advice easily and cheaply;
- no inspection should take place without a reason;
- businesses should not have to give unnecessary information;
- businesses that persistently break regulations should face meaningful sanctions;
- regulators should be accountable for the effectiveness of their activities; and
- regulators should be of the right size and scope, and no new regulator should be created where an existing one can do the work.

Local authorities have embraced these principles. However, **regulators still need to undertake a level of enforcement to maintain a standard of compliance which will mitigate the impact of any future animal disease outbreak.**

b) The Eves Review

Defra commissioned the Eves Review: *'Review of the Animal Health and Welfare Delivery Landscape, June 2006'*, which stated that greater transparency and accountability should be achieved, and performance management should be enhanced across the delivery landscape, to provide greater assurance about outcomes.

The Report, included in its recommendations that local government should take steps to ensure that all local authorities deliver their statutory animal health and welfare functions to the level of those already demonstrating best practice.

c) The Rogers Review

The Rogers Review: *'National enforcement priorities for Local Authority Regulatory Services, March 2007'*, recognised that protecting animal and public health is of national importance, but applies mainly (though not solely) to rural areas and border inspection posts. The Review recommended a series of national enforcement priorities for Local Authorities, including animal and public health, animal movements and identification.

"Animal health is a national enforcement priority (for local authorities) because of the potentially huge impact that outbreaks have on both the local and the national economy, and that to be protective the enforcement system has to be complete and co-ordinated."

Peter Rogers 2007

d) National Enforcement Priorities for Wales

The Welsh Assembly Government, in April 2010, published national enforcement priorities for regulatory services in Wales. This document recognises 'farmed animal health and welfare' and 'animal health movements and identification' as contributing to delivering the national priorities namely, ensuring the safety and quality of the food chain to minimise risk to human and animal health, and improving the local environment to positively influence quality of life and promote sustainability.

1.6 Section 5 Part A of the Framework highlights the national priority activities that should be considered by local authorities in planning the delivery of animal health and welfare services. These are priorities that are deemed to provide a measure of national protection against the incursion and spread of disease across local authority boundaries.

1.7 The Framework provides a risk based approach to animal health and welfare duties carried out by local authorities. It incorporates the full range of animal health and welfare work carried out by local authorities, with the exception of licensing of animal establishments, and any expansion of this under the Animal Welfare Act 2006.

1.8 Local authorities should aim to deliver the best services they can in consideration of the individual needs of their community, national priorities and resource available.

1.9 The Framework also helps to address the requirements of Regulation (EC) 882/2004 on Official Feed and Food Controls, in ensuring verification of compliance with animal health and welfare rules. This Regulation aims to improve the consistency and effectiveness of Official Controls within Member States and across the EC. Member States are required to ensure that Official Controls are carried out regularly, on a risk basis and with appropriate frequency, so as to achieve the objectives of this Regulation taking account of identified risks associated with animals and their health and welfare.

1.10 The Official Controls (Animals, Feed and Food) (England) Regulations 2006 (SSI 2006/3472) and The Official Controls (Animals, Feed and Food) Wales) Regulations 2007 (SSI 2007/196) designates the competent authorities in England and Wales who carry out the Official Controls which principally are English and Welsh Ministers and local authorities. The Regulations also provide for the sharing of information, give powers for inspectors and auditors and provide powers for English and Welsh Ministers to ascertain compliance by local authorities with the audit obligation under EC 882/2004.

1.11 Each Member State is required under Regulation 882/2004 to prepare a multi-annual (between three and five years) National Control Plan describing the national official feed and food, and animal health and welfare control arrangements, and setting out the objectives and priorities for control activities during the period of the Plan. To comply with this requirement, the United Kingdom (UK) produced the '*Single Integrated National Control Plan for the United Kingdom – January 2007 to March 2011*'. This plan was last updated in Revision 4 and issued in February 2010.

1.12 The UK Plan has been prepared jointly by the Food Standards Agency (FSA), the Department for Environment, Food and Rural Affairs (Defra), the Health and Safety Executive (HSE), the Scottish Government Rural Directorate (SGRD), the Welsh Government Department for Rural Affairs (RA), and the Department of Agriculture and Rural Development for Northern Ireland (DARD).

1.13 This National Control Plan will form the basis of any future assessments by the European Commission's Food and Veterinary Office (FVO).

1.14 In producing this Framework, account has been taken of the Department of Business Innovation and Skills' *'Regulators Compliance code —Statutory Code of Practice for Regulators'*, which aims to embed a risk-based, proportionate and targeted approach to regulatory inspection and enforcement among the regulators it applies to. It currently applies to England only. It is expected that a similar code will be applicable in Wales in due course.

1.15 In June 2010, the Government established an independent Farming Regulation Task Force in England with the following Terms of Reference:

"In support of a more competitive farming and food processing industry that contributes to the economic recovery, to identify ways to reduce the regulatory burden on farmers and food processors through a review of relevant regulations and their implementation, and advise on how best to achieve a risk based system of regulation in future whilst maintaining high environmental, welfare and safety standards".

1.16 In August 2011, the Task Force published its report: *'Striking a balance: reducing burdens; increasing responsibility; earning recognition. Report on better regulation in farming and food'* commonly referred to as the MacDonald Report. The report sets out two strategic principles and recommendations:

- Changing the way we work: from bureaucracy to responsibility and partnership.
- Improving inspections, including through earned recognition.

1.17 In addition, the report made a number of recommendations on specific regulatory frameworks, including farmed animals, associated paperwork and Transmissible Spongiform Encephalopathy controls.

1.18 In February 2012, the Government published its full response to the recommendations of the report; the response included the following key commitments:

- A pilot to increase data sharing between government agencies that if successful will be extended, leading to less form filling.

- Closer industry involvement in the policy making process to look for non-regulatory approaches wherever possible, and a Defra-NFU staff exchange programme starting in April.
- Simplifying messages to farmers about environmental protection rules so they know exactly what they have to do to comply.
- Offering a potential way forward for removing the six-day livestock standstill rule, as long the livestock industry can develop a workable approach to the use of livestock separation units which will maintain protection against animal disease and that the changes are affordable and enforceable.
- Fewer inspections for farmers who already meet high environmental and animal welfare standards, as a result of NFU-led regional networks co-ordinating Government agencies, local councils and assurance scheme providers.

1.19 An independent Regulatory Scrutiny Panel will take a strategic overview on the way that Defra is shaping and implementing regulation. A Task Force Implementation Group will focus on what is being done on the ground.

1.20 The work of the Red Tape review group in Wales made significant progress, including rationalising inspections on farms, developing a risk based approach and improving communications to engage 'hard to reach' farmers.

1.21 In August 2011, the Welsh Government commissioned a report to investigate the regulatory burden on Welsh farmers with the objective of recommending how to deliver better regulation within an appropriate framework, improve customer service for the farmers and a sector with increased profitability from a business perspective.

1.22 Following the publication of the Working Smarter Report, 'Task and Finish' Groups have been established to take forward the recommendations therein. The key issues on which the recommendations have been based are:

- Communications.
- CAP support.
- Inspections.
- Animal health and welfare.
- Record keeping.
- Environmental regulations.
- Diversification.

The Framework as it applies in Wales

1.23 Animal diseases can be spread by direct contact and animal movements can accelerate this process dramatically. Although Great Britain (GB) is a single epidemiological unit in terms of disease control, the well-established principle of subsidiarity must be respected. Responsibilities for animal health and welfare are devolved. Although the Welsh Government works in close collaboration with Defra on animal health matters, it has the choice of dealing with animal health matters at the devolved level when a GB-wide approach is considered inappropriate. By dealing with issues at a devolved level – as currently with the commitment to eradicate bovine TB – the Welsh Government is able to set priorities specifically focussed to the needs of the livestock industry in Wales.

1.24 Wales has a large proportion of small farms in comparison with the rest of GB. Wales is predominantly pastoral; it accounts for only 5% of the human population yet rears just over 25% of the UK's sheep and just over 10% of the cattle (*People, Land and Agriculture in Wales and the UK, 2006*).

1.25 Farming is also of special importance to Welsh society. The family farm defines the character of Welsh rural society, and its sense of identity. The numbers directly and indirectly employed in farming make a crucial contribution towards sustaining rural communities. Farming is also, in much of rural Wales, one of the most important areas of life in which the Welsh language remains the natural, everyday means of communication. Sharing responsibility for better livestock policy making will help ensure that the valuable contributions made by the Welsh industry are maintained and enhanced.

Section Two – The Framework's aims, objectives and outcomes

Aims

2.1 The aim of the Framework is to ensure effective, accountable, consistent and co-ordinated delivery of animal health and welfare services throughout England and Wales, whilst recognising the different delivery landscapes in both Administrations.

2.2 It is intended to be flexible, whilst incorporating agreement on the principles of how the service is to be delivered. It fully recognises the autonomy of local authorities.

2.3 It is hoped that this Framework will help encourage better management and improve forward planning.

2.4 National priority should be given to the Critical Control Points (CCPs). The CCPs are the agreed businesses, premises or locations at which controls can be applied resulting in the reduction in risk of the introduction or spread of notifiable disease in England and Wales. The CCPs are:

- Markets, collection centres and assembly centres.
- Slaughterhouses.
- Dealers.
- High Risk farms.
- Ports.

2.5 In addition, data input to Animal Movements Licensing System (AMLS2) and the Animal Health and Welfare Management and Enforcement System (AMES) and contingency planning are considered to be national priorities viz:

- Animal movement data received from livestock keepers is entered on to the national database, AMLS2 within the stipulated timescale to help ensure traceability and aid effective disease control.
- Enforcement activity undertaken by local authorities is entered on the national database, AMES within the stipulated timescale to provide premise history, intelligence and local and national management information.
- Each local authority has developed and embedded an appropriate contingency plan in partnership with all relevant partners to ensure they can respond swiftly and effectively to exotic disease outbreaks and incidents when they do occur.

The objectives of the Framework

2.6 The Framework firmly links all parties and other agencies into the Animal Health and Welfare Strategy for Great Britain which aims to: ‘develop a new partnership in which we can make a lasting and continuous improvement in the health and welfare of kept animals while protecting society, the economy and the environment from the effect of animal diseases’. The five principles within the Strategy as applicable to the Framework are:

1. Working in partnership

This is a strategy for everyone involved in animal health and welfare, including Government, local authorities, animal owners and veterinarians. Whilst AHVLA has a distinct role to play, it can only be successful if Defra, local authorities, local government/professional representative bodies and Welsh Government all work together.

2. Understanding and accepting roles and responsibilities.

All those with an interest in animal health and welfare must have a good understanding of their responsibilities. Ultimately it is up to animal owners to make a real difference to the

health and welfare of their animals. However, provision of advice and guidance can assist in this process.

3. 'Prevention is better than cure'.

Animals that are cared for appropriately and in accordance with existing biosecurity and welfare standards are more likely to be healthy, and less likely to contract or spread disease. It is essential for all animal owners to have the necessary skills to care for their animals, exercising good practice and using veterinary services and medicines appropriately.

4. Understanding the costs and benefits.

Preventing animal diseases has obvious benefits as well as being cost effective. All animal owners must play their part in preventing disease but to make sure this happens, the costs and benefits involved need to be clearly understood.

5. Delivering and enforcing standards.

Although last on the list, this principle is the key to making the Framework operate properly. All participating organisations have a role in providing leadership and helping to facilitate the raising of animal health and welfare standards. They must also ensure that whatever interventions are made are consistently and effectively delivered and enforced. This can only be achieved by all agencies working in partnership.

The outcomes of the Framework

2.7 The intended outcomes of the Framework are to:

- i. effectively reduce the risk of animal disease incursion and spread, thereby protecting public and animal health;
- ii. improve animal welfare;
- iii. promote a joined-up approach between all agencies involved in animal health and welfare;
- iv. improve provision of management information to local and national government on the delivery of animal health and welfare services, and to allow the UK to fulfil its obligations to the European Union;
- v. meet the objective of delivering and enforcing standards, of the Animal Health and Welfare Strategy; and,
- vi. protect local communities, including the effects on the local economy.

2.8 Both the activity matrices and the welfare matrix have been linked to one or more of these outcomes.

Section Three – Roles of partners

3.1 Good working partnerships with shared common objectives and understanding should encourage the highest standards of delivery of animal health and welfare activities. This joint approach is vital to the success of the Framework. The partnership will encompass:

- Animal Health and Veterinary Laboratories Agency (AHVLA).
- Defra.
- The National Animal Health and Welfare Panel (NAHWP).
- Local Authorities.
- Welsh Government.

Partners will work together to:

- Promote and agree consistent standards.
- Provide support and guidance to all participating organisations.
- Establish the smooth running of the Framework.
- Participate in the National Framework Steering Group.
- Review the Framework.

The role of the AHVLA under the Framework

3.2 AHVLA is expected to:

- Communicate Defra/Welsh Government policy and priority updates to Operations Directors in England and Wales (following discussion and agreement with Defra/ Welsh Government colleagues on national issues).
- Provide strategic leadership of animal health issues to local authorities.
- Provide an overview of the national performance picture; and
- Provide guidance to Operations Directors and nominated local representatives.

3.3 AHVLA Operations Directors or their nominated local representatives are expected to:

- where appropriate, assist and comment on a local authority's service delivery plan for the animal health and welfare function. agree local priorities with local authorities based on local knowledge and intelligence; and
- agree regional priorities, including input from the Operations Directors to regional initiatives or projects, with local authorities.

At regional meetings in advance of annual service delivery planning:

- hold liaison meetings with suitable representatives of local authorities and where appropriate, other interested parties;
- provide a named local contact in addition to the Operations Directors for routine communication on local authority matters;
- engage with and offer participation in local and regional exotic disease exercises (or an alternative option, where the number of local authority participants is unwieldy);
- support Regional Animal Health and Welfare Panels providing information and guidance to assist local authorities in addressing areas of concern in the region;
- provide veterinary and/or technical staff support and advice to the local authority, or arrange suitable alternative support (for example, staff from another Animal Health and Veterinary Laboratories Regional Office (AHO) or the services of an Official Veterinarian);
- use AMES regularly to obtain details of enforcement work carried out by partner agencies; and
- provide up to date information on registered livestock keepers in the local authority area.

3.4 The Activity Matrix for AHVLA can be found in section 6. In addition in Wales, the Operations Director is expected to:

- attend discussions with the Welsh Government's lead policy officials and the Welsh Local Government Association (WLGA) to set national and local priorities; and
- consider Welsh Government priorities when discussing the national and local priorities with local authorities in Wales.

The role of Defra under the Framework

3.5 Defra is expected to:

- Define national and regional priorities in England.
- Facilitate partnership under the Framework.
- Ensure policy engagement and input with other Framework partners.
- Retain ownership of AMES and provide related information.
- Collate statutory returns, and any other occasional returns which may be required.

The role of the National Animal Health and Welfare Panel under the Framework

3.6 The National Animal Health and Welfare Panel (NAHWP) comprises representatives from local authorities in England, Scotland and Wales and replaces LG Regulation. It provides:

- Help and support to councils and policy makers;
- Sharing of experiences, solutions, and good practice in relation to regulation and compliance.
- Review, on an annual basis, of the national priorities for inclusion in the Framework.

The role of local authorities under the Framework

3.7 Authorities are expected to:

- Consider the priorities as detailed in the Activity Framework.
- Produce a Service Delivery Plan detailing the activities to be carried out by the authority under the animal health and welfare function, record animal movements (AMLS2) and enforcement activity (AMES), or have contractual arrangements in place for service delivery where necessary; discuss relative priorities for Service Delivery Plans with the Operations Directors or their named local contact.
- Provide statutory returns (or any other occasional return) as required.
- Work in co-operation with other local authorities, organisations and agencies as appropriate.
- Foster local partnerships.
- Support the National Framework Steering Group.

- Have regard to the enforcement guidance in the animal welfare activity matrix; or have a clear plan for ensuring that animal welfare complaints and concerns are passed to the relevant organisation to be dealt with appropriately.

The role of the Welsh Government under the Framework

3.8 The Welsh Government is expected to:

- Facilitate partnership working under the Framework.
- Define national and regional priorities in Wales.
- Ensure policy engagement and input.

Subcontracting work

3.9 Where it is considered appropriate some or all of the functions relating to the Framework may be subcontracted to another local authority on a legal basis. Guidance was produced by the former LGR to help councils that want to sub contract their animal health work and broader guidance on alternative service delivery models is available from the Local Government Association (LGA).

Governance – National Framework Steering Group

3.10 The National Framework Steering Group (NFSG) will consist of representation from, local authorities (NAHWP lead Framework officers), Welsh Government, Defra and AHVLA. The Group will meet as and when necessary and the chair will rotate on an annual basis.

3.11 The Group's terms of reference are as follows:

- Making strategic decisions about the Framework.
- Resolve significant national queries/issues.
- Ongoing monitoring of the Framework.
- Support the AMES/AMLS2 User Group.
- Review the application of the Framework.

Section Four – Risk assessment

4.1 A risk-based approach to enforcement is, almost universally, standard practice in the local authority environment for many different aspects of their work as it facilitates work planning and appropriate resource allocation in a relatively straightforward manner.

4.2 Risk to animal health and welfare is assessed as the likelihood of:

- Infringement of the legislation.
- Incidence of disease.
- Spread of disease.
- Failure to comply with animal health and welfare best practice.

4.3 Local authorities are encouraged to develop their risk assessments on animal health and welfare premises in partnership with their local AHVLA office using their veterinary expertise. This will promote consistent risk assessments based on veterinary priorities which then allow service delivery to be targeted at consistent enforcement on the risks identified.

Using the National Risk Assessment Scheme

4.4 The risk being assessed has several elements. Local authorities are encouraged to use the National Risk Assessment Scheme format, for which a table of scores for animal health and welfare is outlined below.

4.5 Local authorities are not expected to completely review their existing risk assessments and instead are encouraged to monitor and update them as part of their inspection programme or as and when premises / businesses come to their attention, whichever is sooner.

4.6 It is hoped that by using this format similar premises throughout the country will have similar baseline risk scores, which can then be adjusted to suit both veterinary and local factors.

Guidance on the National Risk Assessment Scheme

4.7 This scheme breaks risk into five elements (by questions). The first four questions from the National Element. This gives a formally agreed score and should give a consistent baseline minimum for particular premises (and activity) types. Once the predetermined baseline score is identified a Local Element score (allowing local flexibility) is added at question five. This combination of National and Local risk elements gives the overall final risk score of Low, Medium or High.

4.8 Scores are suggested to encourage consistency and promote discussion between local authorities and the local AHO with a view to ensuring that resources are targeted appropriately.

Part 1: The potential risk

The National Element (Questions 1- 4)

4.9 This is pre-determined by asking a series of standard questions to provide a minimum risk score for particular premises and business types across England and Wales.

4.10 In order to provide consistency, the scores decided in questions 1 to 4 cannot be altered for the premise types identified. Descriptive terms such as 'small', 'low', and 'short' are used here rather than actual figures. For farm sizes these terms are related to some generic figures in the attached Risk Scheme (page 18) that cannot be altered. The following is indicative criteria for distances and activity levels. They are:

Short distances – up to 50 kilometres.

Medium distances – 50 to 150 kilometres.

Long distances – over 150 kilometres.

Low levels of activity – once a week or less, on average.

Medium levels of activity – less than twice a week, on average.

High levels of activity – twice or more a week, on average.

4.11 It must be emphasised that these are only indicative and local factors should be taken into account.

Q.1 What is the maximum potential risk to animal health and welfare posed by the business?

4.12 The scoring should provide an indication of the risk posed by the business activity to other businesses and livestock both locally and nationally.

5 Minimal detriment – e.g. premises with smaller numbers of animals, low levels of movement activity across short geographical distances.

10 Minor detriment – e.g. premises with smaller numbers of animals but with medium levels of movement activity and/or across medium geographical distances.

15 Significant detriment – e.g. premises trading or moving larger numbers of animals on a regular basis e.g. premises with more than 50 dairy cows and 100 sheep that have medium levels of movement activity across medium geographical distances.

25 Major harm – e.g. animal gatherings / livestock markets or premises operated by livestock dealers / agents where animals arrive from multiple

destinations, are mixed together for onward travel to multiple destinations across long distances.

Q.2 To what extent do the activities of the business affect the hazard?

4.13 Scoring should reflect what influence the business's behaviour has on the actual risk e.g. the level of animal movement activity, regularity of visits to other farms, and the level of biosecurity on the premises.

5 Minimal – For example where the level of activity is low and well managed e.g. a small farm.

10 Low – e.g. where the level of activity is medium, or involves more complex activities.

15 Medium – e.g. where the size of the business, species kept and level of activity are medium and taking into consideration the level of effective management.

25 High – e.g. animal gatherings / livestock markets or livestock dealers / agents, large businesses with ineffective management or a bull hire firm that supplies large numbers of animals on short hires to multiple premises.

Q.3 How easy is it to comply with the range and complexity of legislation applicable to the business?

4.14 This should consider the ease with which the business / premises can comply with legislative requirements taking into account the range and complexity of legislation the business has control over, the numbers of livestock and how many different species are present e.g. different animal identification movement legislation, animal transport legislation etc.

10 Low – e.g. compliance with the basic identification, movement, record keeping and cleansing & disinfection requirements for a small number of animals.

15 Medium – e.g. compliance with the same basic rules, but for medium or high volumes of animal activities. e.g. a large farm, commercial hauliers, abattoirs.

20 High – e.g. animal gatherings / livestock markets or livestock dealers / agents that must comply with more complex legislative requirements for high volumes of animal activities.

Q.4 How many consumers are likely to be affected by the business failing to comply?

4.15 This should provide a measure of the number of consumers likely to be put at risk by the business failing to comply with the legislation.

10 Low – e.g. premises with a small number of animal movements or low trading levels.

15 Medium – e.g. larger businesses whose trade extends for medium distances beyond the local area.

20 High – e.g. businesses with high levels of animal movements, whose trade extends for long distances beyond the local area, animal gatherings / livestock markets, livestock dealers / agents and livestock exporters / importers.

Part 2: Risk management

The Local Element (Question 5(a) & (b))

4.16 These should be answered locally and determined, where appropriate and necessary, in consultation with the local AHO to amend the risk attached to premises from the national baseline.

Q.5(a) What confidence do you have in the business's control systems based on levels of previous and current compliance and knowledge of management's systems of control?

4.17 This should be an assessment of historical legislative compliance levels, the outcomes of any previous enforcement actions and confidence in the management of the business / premises up to a maximum score of 40.

0 High level of confidence – e.g. a high standard of compliance with statutory obligations and industry codes, farm assured, minimum number of significant complaints and evidence of good documented management procedures including farm health plan signed by veterinary surgeon. No concerns about the business.

15 Medium level of confidence – e.g. a high standard of compliance with statutory obligations and industry codes, some significant complaints, evidence of documented procedures and systems. Little or no concern about the business.

30 Low level of confidence – e.g. some non-compliance with statutory obligations and industry codes, staff demonstrate awareness of legislation and necessary controls, evidence of a number of significant complaints, minimal documented procedures and systems. Some level of concern about the business.

40 Little or no confidence – e.g. a general failure in compliance with statutory obligations or a varying record of compliance, poor appreciation of relevant legislation and controls, large number of significant complaints, no procedures or systems in place. High level of concern about the business.

Q.5(b) Are there good veterinary reasons why a premises needs a higher score e.g. livestock numbers and density locally, proximity to intensive farming premises, significant disease problems locally or any other veterinary reason?

4.18 The veterinary assessment is designed as a form of risk assessment over-ride, to be used where a premises is identified that when baseline and local element scored falls into a lower risk band than is appropriate and which, for veterinary reasons, needs to have its risk status raised to a higher risk band e.g. a pet pig keeper backing onto an intensive pig unit or a backyard poultry keeper next to a large intensive poultry unit. The veterinary element is designed to tackle this **but it is also not compulsory that this element is considered for every premises**. It is anticipated that discussions about these types of premises would take place between local authority and the local AHO on an individual basis when they were being risk assessed taking into account local priorities determined in consultation with stakeholders, local veterinary risk factors associated with the individual premises and livestock numbers and density in the local area. An additional score of 20 may be added here.

0 Low – e.g. few, if any, local disease concerns, low livestock numbers and density in local area.

10 Medium – e.g. stakeholder concerns over incursion and spread of disease in local area and significant livestock numbers and density locally.

20 High – e.g. high numbers and density of livestock and intensive farming locally and significant disease problems such as TB, Sheep Scab etc.

4.19 The maximum score of 60 provided for in the Local Element allows any premises to be increased to High Risk, where it is considered necessary, but only through consultation with the local AHO and is perfectly justifiable in this risk assessment scheme. It is expected that the thought processes and reasons behind any increase deemed appropriate based on the Local Element should be documented thoroughly for audit purposes and for the purposes of Open Government and attached to the relevant record(s), where possible, and / or noted in the annual Service Delivery Plan.

Local Authority National Risk Scores (to be used in conjunction with the National Risk Assessment Scheme)								
	Potential Risk	Hazardous Activities	Complexity of legislation	No. of affected consumers	National minimum risk baseline score	Local Element		Total overall risk (national and local scores)
						History / Management	Veterinary Assessment	
Trader type	Q. 1 score	Q. 2 score	Q. 3 score	Q. 4 score	Pre-determined total	Q 5(a) score	Q 5(b) score	
	Out of 25	Out of 25	Out of 20	Out of 20	Out of 90	Out of 40	Out of 20	
Animal Gatherings Order licensed for sale or collection (e.g. Store market, Dedicated slaughter market, OCDS Collecting centres, dedicated slaughter collection, breed selections etc.)	25	25	20	20	90 High Risk			
Animal Gatherings Order licensed for show or exhibition at national/regional level (numbers attending, geographical spread etc.)	15	15	20	20	70 Medium Risk			
Animal Gatherings Order licensed for show or exhibition at local level	10	10	20	15	55 Low Risk			
Horse and Poultry sales	10	10	20	15	55 low risk			
Livestock dealer/agent	25	25	20	20	90 High Risk			
Commercial Hauliers (including livestock exporters)	15	15	15	20	65 Medium Risk			
Livestock Premises with volume+	15	15	20	20	70 Medium Risk			
Livestock Premises	5	5	10	10	30 Low Risk			
Abattoir	25	15	15	15	70 Medium Risk			
Port/airport (e.g. points of entry into UK)	25	10	10	20	65 Medium Risk			
Animal By-Products premises (e.g. Knackers / Hunt Kennels, Maggot Farms, Renderers, Incinerators etc.)	15	15	20	15	65 Medium Risk			
Existing Defra guide farm size identifiers (where species/type not specified use these as a guide)	Single Species with Volume	Mixed Species Premises						
Dairy Cows	100+	For livestock premises with mixed species which do not qualify as single species with volume the numbers of livestock numbers should be accumulated using the following livestock unit figures i.e. 1 cow = 5 sheep or 1 breeding pig or 10 fattening pigs or 1000 broilers or 200 layers						
Beef Cattle	50+	e.g. A farm with 45 beef cattle + 20 sheep (= 4 cattle) giving cumulative score of 49 cattle and thereby qualifies as without volume. A farm with 75 dairy cattle + 150 sheep (= 30 cattle) giving cumulative score of 105 cattle and thereby qualifies as with volume. 'Animals at foot' should be regarded as a single unit. Livestock numbers should be taken from the time of the most recent visit.						
Sheep/Goats	500+							
Pigs (Breeders)	100+							
Pigs (Fatteners)	1000+							
Poultry (Broilers)	100000+							
Poultry (Layers)	20000+							
Low Risk: 0 – 59, Medium Risk: 60 – 85, High Risk: 86 – 150								

Section Five – The Activity Matrix for local authorities

5.1 The matrix should reflect the total range of activities likely to be carried out by local authorities in animal health and welfare work including planning and post-operational activities, other than the premises licensing function e.g. riding establishments, pet shops. It is recognised that it is good practice for local authorities to carry out comprehensive checks on the same visit. Animal health and welfare inspections may be undertaken at the same time as food and feed hygiene checks.

5.2 It is not intended that this guidance should prevent or restrict local authorities from making local determinations as to appropriate service delivery. All local authorities are however expected to give due consideration to the priorities outlined in this activity matrix.

Part A details those priorities that are deemed to provide a measure of national protection against the incursion and spread of disease across local authority boundaries.

5.3 The national priorities listed in Part A are reviewed on an annual basis by the NFSG following consideration being given by Defra, Welsh Government and local authorities through the NAHWP.

Part B details other priority areas for consideration by local authorities in planning local service delivery.

5.4 The matrix describes the priority activities for service delivery together with the additional activities considered to be good practice.

5.5 Local service provision will vary according to many factors: veterinary advice, the degree of compliance or non-compliance, the numbers of market and other key premises, the size and scope of animal health and welfare work. For some local authorities it is a major feature of their work, while for some small local authorities it is only a minor element. It would not be appropriate to apply the same measure to all.

5.6 Each local authority is expected to produce an annual Service Delivery Plan which should be discussed with the, Operations Directors taking into consideration any Defra and Welsh Government priorities. The Framework should be used in the consultative process between Operations Directors and local authorities.

5.7 It is hoped that by using the activity matrix, and the reports provided by associated management information and the AMES database, everyone will be much better informed within their respective organisations.

5.8 The Framework is designed to assist in providing better information to the executive members of local authorities on the animal health and welfare function.

5.9 Local authorities and Operations Directors are advised to discuss any areas of work not specifically identified within the matrix.

5.10 This activity matrix should, wherever possible form the basis of the local authority's annual Service Delivery Plan and be used as a template. Where appropriate, the local authority should set out its targets for the year in the relevant activity areas (e.g. visits to high risk farms – liable 50/target 50).

5.11 High Risk premises should be inspected annually or as determined according to risk in the activity matrix. The Framework is not prescriptive in respect of frequency of visits to medium and low risk premises.

5.12 Local authorities can consider various methods of inspection taking account of a number of factors, including:

- membership of Farm Assured schemes;
- visits by other agencies; and
- local intelligence (see glossary for definition of inspection).

When it is determined, based on intelligence that an inspection is not required, it would be appropriate to review the next due inspection date.

5.13 Guidance was produced by the former LGR that aims to provide support and direction for councils on alternative approaches to working with low and medium risk premises in relation to animal health and welfare. This will ensure that resource can remain focused on high risk businesses and activities and builds on the national risk assessment scheme in Section 4 of the Framework.

5.14 The approach outlined also provides an opportunity for councils to make increased use of intelligence, data sharing, working with partners and links with industry, including farm assurance schemes. Many councils are already doing this and examples of good practice can be found on the LGA Knowledge Hub at:
<https://knowledgehub.local.gov.uk/home>

5.15 Increased use of risk assessment and targeting of high risk businesses provides an element of earned autonomy and hence reduces the burden on compliant businesses.

Column 2 links each activity to the relevant outcome (see page 8 for full details).

Part A - National priorities (including Critical Control Points)

Activity Matrix/National Priorities

Activity, content and relevant outcome(s)	Priority Activity	Additional Activities considered to be good practice
A1. Planning the Delivery of the Local Authority Animal Health and Welfare Function		
<p>A1.1 Risk Assessment</p>	<p>Premises risk assessed in accordance with national risk scheme detailed in Section 4</p> <p>Risk based inspection programme</p> <p>Outcomes 1, 2, 5 and 6</p>	<p>All premises risk assessed and documented (in accordance with matrix in Section 4).</p> <p>All new premises identified to be risk assessed and inspections carried out in accordance with the assessed risk</p> <p>(added in 2013/14 following recommendation from NAHWP)</p> <p>Inspection programme based on locally determined frequency according to risk</p> <p>Attempts are made and documented to ensure inspection programmes are co-ordinated with partner agencies e.g.</p>
		<p>Evidence that veterinary risks and direction taken into account in local authority plans</p> <p>Risk assessment reviewed as part of planned visit.</p> <p>Inspection programmes are co-ordinated with partner agencies e.g. RPA/RIW</p>

Part A - National priorities (including Critical Control Points)

Activity Matrix/National Priorities

Activity, content and relevant outcome(s)	Priority Activity	Additional Activities considered to be good practice	
	RPA/RIW/AHVLA		
A2. Training and Development			
<p>A2.1 Training for new officers</p> <p>On-going professional development</p>	<p>Officers are authorised to enforce all relevant legislation.</p> <p>All enforcement staff to hold recognised qualification or have equivalent professional experience i.e. 'Grandfather rights' or undertake to achieve such qualifications as soon as possible</p> <p>It is recognised that in emergency situations i.e. outbreaks of disease, there may be a need to call upon non animal health qualified officers to assist in carrying out animal health and welfare duties.</p> <p>Time and resources allocated to keep up to date on appropriate Animal Health and Welfare legislation, codes of practice, guidance etc – e.g. by accessing the LGA</p>	<p>New officers to undergo internal induction training on Animal Health and Welfare</p> <p>Continuing professional development –</p> <p>The minimum ongoing training should be 10 hours based on the principles of CPD. This should include training on new legislation and procedures relevant to animal health and welfare.</p> <p>For officers engaged in on farm food hygiene enforcement, training in relation to these activities can be included.</p> <p>Access to copies of all relevant AH&W legislation and guidance</p>	<p>All enforcement staff have access to full legal reference</p> <p>Officers holding or working towards recognised AH&W qualification</p> <p>Continuing professional development -to a minimum of 20 hours training per year</p> <p>Staff review and development programme</p> <p>All new officers working towards AH&W qualification</p>

Part A - National priorities (including Critical Control Points)

Activity Matrix/National Priorities

	Activity, content and relevant outcome(s)	Priority Activity	Additional Activities considered to be good practice
	Knowledge Hub Outcome 5		
A3. Licensing Activities			
A3.1 Recording of Animal Movements Sheep, Goats, Deer and Pig movement data capture and recording of exemptions	All movement documents received to be date stamped or otherwise identified as to date received (The 3 day timescale commences on the day following receipt of the movement document by the authority). Data entry on to the Defra AMLS2 database of all sheep, pig and deer movement documents received Action to be taken where errors are detected that require follow up resolution Outcomes 1 and 4	Recording of 95% of live movements and 80% of slaughter movements within three working days from day of receipt. Action to be initiated within four working days where errors are detected that require follow up.	Recording of 95% of live movements and 80% of slaughter movements within two working days from day of receipt. Action to be initiated within three working days where errors are detected that require follow up.

Part A - National priorities (including Critical Control Points)

Activity Matrix/National Priorities

Activity, content and relevant outcome(s)	Priority Activity	Additional Activities considered to be good practice
<p>A3.2 Issuing of specific animal movement licences on AMLS2</p>	<p>Specific licences (on AMLS2) issued for those individuals prohibited by the Minister from operating under the general licence</p> <p>Receipt of licence applications</p> <p>Assessment and issue of specific licences</p> <p>Issue of animal movement licences manually where approval given</p> <p>Outcomes 1 and 4</p>	<p>Issue of all licences within one working day of receipt where no pre movement inspection required</p>
<p>A3.3 Investigation of specific (AMLS2) movement licence refusals</p>	<p>Initial investigation of (AMLS2) licence application refusals; resolve if possible, otherwise co-operation with AHO to achieve resolution</p> <p>Outcomes 1 and 4</p>	<p>Issue of all licences on day of receipt of application where no pre movement inspection required</p>
	<p>Resolution of all licence refusals as soon as possible.</p>	<p>Resolution of all licence refusals within two working days</p>

Part A - National priorities (including Critical Control Points)

Activity Matrix/National Priorities

Activity, content and relevant outcome(s)	Priority Activity	Additional Activities considered to be good practice
A4. Enforcement activities to maximise Animal Health and Welfare compliance (CCPs)		
A4.1 Attendance at Critical Control Points - Livestock markets, Sales, Collection Centres and Assembly	Highly visible preventative enforcement presence. Attendance at markets and other premises licensed for sales, and Collection Centres and Assembly Centres to ensure compliance, in particular with: <ul style="list-style-type: none"> • Biosecurity (vehicles, premises and people) • Livestock identification 	Visible local authority presence Livestock markets, Collection Centres and Assembly Centres attended by enforcement personnel at some stage during operating hours. Attendance levels may be increased if necessary following local risk assessment. Attendance time should be varied to include times when animals are being

Part A - National priorities (including Critical Control Points)

Activity Matrix/National Priorities

Activity, content and relevant outcome(s)	Priority Activity	Additional Activities considered to be good practice
<p>Centres</p> <ul style="list-style-type: none"> • Central Point Recording Centre approval conditions and contingency • Welfare • Transport • Licensing and record keeping • Specific pre movement licensing • All other relevant legislation <p>Exact attendance levels and times according to status of gathering</p> <p>Outcomes 1, 2, 5 and 6</p>	<p>loaded/unloaded.</p>	
<p>A4.2 Attendance at Critical Control Points - slaughter houses</p>	<p>Attendance at slaughter houses (high and low throughput, red meat and poultry(white meat) in liaison with FSA Operations to ensure legislative compliance, in particular with:</p> <ul style="list-style-type: none"> • Biosecurity (vehicles, premises and 	<p>All slaughter houses to be attended in accordance with risk</p> <p>Low, medium and high throughput . slaughterhouse attendance at some point during operating hours (for definition of</p>

Part A - National priorities (including Critical Control Points)

Activity Matrix/National Priorities

Activity, content and relevant outcome(s)	Priority Activity	Additional Activities considered to be good practice	
<p><i>All these activities with regard to the transport unloading and identification of livestock should normally occur outside of the slaughterhouse production area. This service delivery function does not require local authority officers to enter the slaughterhouse production area, or</i></p>	<p>people)</p> <ul style="list-style-type: none"> • Livestock identification • Central Point Recording Centre approval conditions and contingency • Welfare • Transport • Licensing and record keeping • Specific pre movement licensing • All other relevant legislation <p>Outcomes 1, 2, 5 and 6</p>	<p>throughput, see glossary</p> <p>Establish and maintain communication links with FSA Operations at abattoir with regard to reporting of anomalies (e.g. single tagged bovines on agreed Local Authority / FSA Operations template)</p>	

Part A - National priorities (including Critical Control Points)

Activity Matrix/National Priorities

Activity, content and relevant outcome(s)	Priority Activity	Additional Activities considered to be good practice
<p><i>undertake enforcement in relation to the slaughterhouse operation itself. The FSA Operations are responsible for enforcement in the slaughterhouse itself, and local authorities should liaise with FSA Operations with regard to any need to enter the slaughterhouse production area.</i></p>		

Part A - National priorities (including Critical Control Points)

Activity Matrix/National Priorities

Activity, content and relevant outcome(s)		Priority Activity	Additional Activities considered to be good practice
<p>A4.3 Attendance at Critical Control Points - Dealers</p>	<p>Identification of Dealers</p> <p>Visits/inspections to verify legislative compliance</p> <p>Outcomes 1, 2, 5 and 6</p>	<p>Compile and maintain list of known dealers</p> <p>Plan visits/inspections according to risk</p> <p>Inspection programmes co-ordinated, if appropriate with other agencies and local authorities</p>	<p>Written report given at time of inspection</p> <p>Major non compliances found during inspections should be reported to relevant agencies</p> <p>Re visit when actionable infringements have occurred</p>

Part A - National priorities (including Critical Control Points)

Activity Matrix/National Priorities

Activity, content and relevant outcome(s)	Priority Activity	Additional Activities considered to be good practice	
<p>A4.4 Attendance at Critical Control Points - Ports (excluding BIPs)</p>	<p>Attendance at Ports to ensure legislative compliance, in particular with:</p> <ul style="list-style-type: none"> • Biosecurity (vehicles, premises and people) • Livestock identification • Welfare • Transport • Import/export documentation • All other relevant legislation <p>Outcomes 1, 2, 5 and 6</p>	<p>Planned visit or inspection programme prioritised due to risk status</p> <p>Respond to notifications of potential illegal arrivals/departures</p> <p>Ensure appropriate disease information signs are clearly displayed</p> <p>Local authority contact details clearly displayed</p> <p>Liaison arrangements with Animal Health, Port/Harbour management and Port Health Service.</p> <p>International Catering Waste: disposal in legal manner</p> <p>Contact numbers available for quarantine</p>	<p>Local authority officers available outside office hours</p> <p>Liaison with Marina (Sea) operators</p> <p>Planned visits outside normal office hours</p> <p>Agreed quarantine arrangements in place</p> <p>Facilities in place for detaining 'pre export' animals</p> <p>Formal agreements with operators to self monitor landings</p>

Part A - National priorities (including Critical Control Points)

Activity Matrix/National Priorities

Activity, content and relevant outcome(s)		Priority Activity	Additional Activities considered to be good practice
A4.5 Attendance at Critical Control Points - High risk Farms (Other than dealers)	Visits/inspections to verify legislative compliance Outcomes 1, 2, 5 and 6	Planned visit or inspection programme prioritised due to risk status Risk re assessed following visit/inspection Inspection programme to take into account other agency inspections e.g. RPA/RIW/AHVLA to avoid duplication and arrange joint visits where necessary. Checks from AMLS2/AMES data	Written report given at time of inspection Major non compliances found during inspections should be reported to relevant agencies Re visit when actionable infringements have occurred Adoption of quality assurance procedures

Part A - National priorities (including Critical Control Points)

Activity Matrix/National Priorities

Activity, content and relevant outcome(s)		Priority Activity	Additional Activities considered to be good practice
A4.6 Stand by and on call arrangements	Emergency interagency contact regarding disease and other enforcement incidents Outcomes 1, 2, 3, 4 and 6	All local authorities have emergency out of hours contact procedures in place All relevant agencies to be aware of contact procedures	All local authorities to have a system which provides nominated enforcement duty staff on call out of hours

A5. Partnership working and intelligence driven enforcement

Part A - National priorities (including Critical Control Points)

Activity Matrix/National Priorities

Activity, content and relevant outcome(s)		Priority Activity	Additional Activities considered to be good practice
A5.1 Identified Infringements	<p>Identified breaches of legislation, including biosecurity, licensing, welfare, livestock identification, standstill breaches, illegal imports, by products, and other disease control work.</p> <p>Irregularities found on documentary checks followed up</p> <p>Outcomes 1, 2, 5 and 6</p>	<p>To be investigated and appropriate action taken in accordance with the local authority's published Enforcement Policy</p> <p>Follow up checks on suspected irregularities identified on AMLS2/AMES</p>	
A5.2 Intelligence / Information and systems	<p>Provision and collection of Intelligence Information</p> <p>Outcomes 1, 2, 5 and 6</p>	<p>Set up and ongoing maintenance of intelligence systems</p> <p>Has established procedures and protocols necessary to capture and report animal health activities including movements and enforcement action</p>	<p>Sharing intelligence with other local authorities and operational partners</p> <p>Is developing innovative approaches to improve the effectiveness and range of its knowledge of national priorities and the local farming community</p>

Part A - National priorities (including Critical Control Points)

Activity Matrix/National Priorities

Activity, content and relevant outcome(s)		Priority Activity	Additional Activities considered to be good practice
A5.3 Intelligence led actions	<p>Infringements or suspected infringements reported from external enforcement sources or identified by use of data interrogation or intelligence sources; members of the public/complaints</p> <p>Outcomes 1, 2, 5 and 6</p>	To be investigated and appropriate action taken in accordance with the local authority's published Enforcement Policy	<p>Using the intelligence to drive delivery including development of local and regional enforcement.</p> <p>Seeking opportunities to engage with stakeholder groups etc</p>
A6. Post enforcement reporting and AMES data entry activities			
A6.1 Animal Health and Welfare Management and Enforcement System (AMES)	<p>Entry of data on to AMES system (or via electronic data transfer from local systems to AMES) recording local authority enforcement activities, results and actions.</p> <p>(The relevant timescale commences on the day following the date on which the activity took place)</p>	<p>Recording of 90% of enforcement data within 5 working days</p> <p>Local authority to designate AMES supervisor who must be familiar with AMES good practice guide, data quality and auditing procedures, Business process instructions and FAQs</p>	<p>Recording of 90% of enforcement data within 3 working days</p> <p>Local authority to ensure supervisor is following good practice guide to maintain quality of data</p>

Part A - National priorities (including Critical Control Points)

Activity Matrix/National Priorities

Activity, content and relevant outcome(s)		Priority Activity	Additional Activities considered to be good practice
	<p>Use of AMES for management information and report generation</p> <p>Recording of data on infringements</p> <p>Outcomes 1, 2, 3, 4, 5 and 6</p>	<p>Internal procedures in place to ensure quality of data entered</p> <p>Electronic data transfer system operational (thus reducing staff resource time)</p>	<p>Internal data auditing procedure in place</p> <p>Local authority to ensure all inspectors are familiar with AMES 'instructions for inspectors who complete data entry forms' and encourage use of AMES produced inspection form templates</p>
A7. Contingency planning and emergency action			
<p>A7.1 AHVLA/Defra/ Welsh Government and local authority emergency preparedness</p>	<p>Planning and contributing to emergency preparedness plans with Animal Health/Defra/Welsh Assembly Government and other agencies as appropriate</p> <p>Outcomes 1, 3, 5 and 6</p>	<p>Local authority plans (individual local authority or with neighbouring local authorities) drawn up consistent with Defra, Welsh Government, AHVLA generic plans for disease outbreaks. Ensure local authority contact details on the AH&W master contact list held by the NAHWP are kept up to date</p> <p>Review plans and update annually</p>	<p>Plans formally approved by the local authority</p> <p>Build on the generic plan and developed specific plans for diseases identified as high risk for the local authority area as a result of local intelligence.</p> <p>Plans reviewed annually and shared with identified partners</p> <p>Annual exercise plan with relevant partners/neighbouring authorities and uses lessons</p>

Part A - National priorities (including Critical Control Points)

Activity Matrix/National Priorities

Activity, content and relevant outcome(s)		Priority Activity	Additional Activities considered to be good practice
		Respond to notification of disease outbreaks	learned reports to review their plans Plans made publicly available
A7.2 Testing and Training	Testing, training, practising and evaluating activities in relation to the emergency plan Outcomes 1, 3, 5 and 6	Contribution through others or on paper to planned exercises Internal and external contact details reviewed annually	Plans tested and reports made Full, regular practical participation in tests, training and exercises Individual local authority implementation training plan.
A7.3 Emergency Action	Provision of full emergency range of services under the emergency plan, when disease emergency declared by Defra/Welsh Government Outcomes 1, 3, 5 and 6	Full requirements of plan actioned as necessary	N/A

Part A - National priorities (including Critical Control Points)

Activity Matrix/National Priorities

Activity, content and relevant outcome(s)	Priority Activity	Additional Activities considered to be good practice
A8. Additional Activities to reflect National Priorities		
A8.1 National Priorities	Provide details in Service Delivery Plan (Annex C) of identified priorities as discussed with the Operations Directors, Defra and the Welsh Government, as appropriate Outcomes 1,2,5 and 6	As discussed with Operations Directors and Defra or the Welsh Government

Section Six – The Activity Matrix for AHVLA

6.1 AHVLA is the Government's Executive Agency primarily responsible for ensuring that farmed animals in Great Britain are healthy, disease-free and well looked after.

6.2 One of the key roles of AHVLA is to implement government policies aimed at preventing or managing outbreaks of serious animal diseases, and in doing so support the farming industry, protect the welfare of farmed animals and safeguard public health from animal borne disease.

6.3 AHVLA recognises the importance of working with all partner agencies in preventing where possible and mitigating where necessary, the impacts of notifiable animal disease, and taking forward the Animal Health and Welfare Strategy for Great Britain.

6.4 The matrix reflects the range of activities likely to be carried out by AHVLA in supporting the Framework.

AHVLA Activity Matrix (England and Wales)

Content and relevant outcomes	Priority Activity
1. Planning the delivery of the local authority animal health and welfare function	
<p>1.1 The Regulatory Hub within AHVLA has responsibility for managing the agency's relationship with local authorities</p> <p>Outcomes: 3 and 5</p>	<p>Provide a Regulatory Hub mailbox service for enquiries regarding Framework issues and respond promptly</p> <p>The Regulatory Hub takes a lead role in supporting Operations Directors (or nominated key personnel) on all Framework related issues</p>
<p>1.2 Provide a named local contact in addition to the Operations Directors or routine communication on local authority matters</p> <p>Outcomes: 3 and 5</p>	<p>Key contact identified and local authority notified of contact details and arrangements (including any changes to nominated personnel)</p>
<p>1.3 Local Authority Service Delivery Plan and Profile</p> <p>Outcomes: 3, 4 and 5</p>	<p>Liaise with local authorities regarding service delivery and where necessary comment and provide veterinary input on service delivery plans</p>

<p>1.4 Risk Assessment</p> <p>Outcomes: 1, 2, 5 and 6</p>	<p>Provide the veterinary assessment, where necessary, to support premise risk assessment in accordance with the local authority national risk scheme detailed in Section 4</p>
<p>2. Training and development</p>	
<p>2.1 Train Operations Directors and nominated local representatives</p> <p>Outcomes: 5</p>	<p>Provide appropriate Framework/AMES training to enable Operations Directors and nominated representatives to provide support for local authorities on Framework issues</p>
<p>2.2 Provide veterinary and/or technical staff support to the local authority</p> <p>Outcomes: 3 and 5</p>	<p>Provide programme of enforcement training for veterinary and technical field staff including procedures to support staff when called upon to act as expert witnesses in prosecutions</p>
<p>3. Licensing Activities</p>	
<p>3.1 Licensing of animal movements</p> <p>Outcomes: 1 and 4</p>	<p>To act on referrals to revoke the general licence</p> <p>Assist local authorities in investigating specific (AMLS2) licence application refusals</p>
<p>4. Education and advice to maximise compliance</p>	
<p>4.1 Support Regional Animal Health and Welfare Panels providing information and guidance to assist local authorities in</p>	<p>Provide access to information in accordance with the requirements of the relevant legislation</p> <p>Use of the AHVLA website to publicise services and provide information</p>

<p>addressing areas of concern in the region</p> <p>Outcomes: 1, 2, 5 and 6</p>	
<p>4.2 Hold liaison meetings with suitable representatives of local authorities and where appropriate, other interested parties</p> <p>Outcomes: 3, 4, 5 and 6</p>	<p>Such liaison meetings to facilitate discussion on local, regional and national issues and take any necessary action on a local/regional level</p>
<p>5. Enforcement Activities to maximise animal health and welfare compliance</p>	
<p>5.1 Provide veterinary and/or technical staff support to the local authority, or arrange suitable alternative support (for example, staff from another (AHO) or the services of an OV)</p> <p>Outcomes: 1, 2, 3, 5 and 6</p>	<p>Respond immediately to reports of suspected notifiable disease which pose an immediate threat to human or animal health</p> <p>Reports of adverse welfare of livestock will be assessed on receipt. All reports will be investigated, with field visits undertaken within 24 hours where there are suspicions of animals being caused unnecessary suffering</p> <p>In cases where unnecessary pain or distress is disclosed, the average time for appropriate action by the agency is no more than 21 days</p> <p>Approval/licensing procedures - liaise with local authority regarding applications and proposed visits e.g. ABP and AGO applications</p> <p>AHVLA is responsible for the evaluation of BIP facilities, documentation and procedures in Great Britain.</p>
<p>6. Reactive and intelligence driven enforcement</p>	

<p>6.1 Provide up to date information on registered livestock keepers in the local authority area</p> <p>Outcomes: 1, 2, 3, 4, 5 and 6</p>	<p>Provide and receive information in accordance with the animal health & welfare data sharing statement between the former LGR, Defra and its named executive agencies and the Scottish Government issued in August 2010</p> <p>See Local Government Regulation and Defra websites</p>
<p>6.2 Provide an overview of the national performance picture</p> <p>Outcomes: 1, 2, 3, 4, 5 and 6</p>	<p>Provide information/updates on current national issues affecting animal health and welfare</p>
<p>7. Post enforcement reporting and AMES data entry activities</p>	
<p>7.1 Use AMES regularly to be informed of local authority work, and to help In any discussions regarding service delivery plan and profile</p> <p>Outcomes: 1, 2, 3, 4, 5 and 6</p>	<p>Operations Directors to extract activity reports (at least quarterly) for each local authority to help review enforcement activities within their region. Extract relevant AMES reports to support any discussions regarding local authority's service delivery plans.</p> <p>The AHVLA WIT (Welfare in Transit) team accesses AMES for information to assist with its action monitoring function relating to transporter authorisations and vehicle/container approval</p>
<p>7.2 Provide feedback on performance</p> <p>Outcomes: 1, 2, 3, 4, 5 and 6</p>	<p>Performance issues arising from the AMES reports discussed with the local authority</p>

<p>7.3 Provide day to day management of the AMES national database</p> <p>Outcomes: 3, 4 and 5</p>	<p>Provide training and support for AMES supervisors and users of the database</p> <p>Provide an AMES mailbox service for enquiries and respond promptly</p> <p>Provide support for the AMLS2/AMES User Group to maintain and further develop the system</p> <p>To explore options for data input by other agencies, including AHVLA</p>
<p>8. Contingency planning and emergency action</p>	
<p>8.1 Responding to emergencies</p> <p>Outcomes: 1, 3, 5 and 6</p>	<p>Provide a 24 hour reporting service for animal health and welfare emergencies by operating a duty Veterinary Officer system</p> <p>Nightline numbers are published on the website at: www.defra.gov.uk/ahvla/about-us/contact-us/index.htm</p> <p>Ensure a fully joined up response to outbreaks of disease and aim to build closer links with delivery partners to ensure they are appropriately engaged during incidents</p>
<p>8.2 Participation in training exercises for emergency preparedness (or an alternative option, where the number of local authority participants is unwieldy)</p> <p>Outcomes: 1, 3, 5 and 6</p>	<p>Work closely with policy customers and operational partners; design and deliver a challenging programme of exotic animal disease exercises locally, regionally and nationally</p>
<p>9. Additional Activities</p>	

<p>9.1 National Priorities</p> <p>Outcomes: 1, 2, 3, 5 and 6</p>	<p>Communicate policy and priority updates to Operations Directors (following discussion and agreement with Defra/ Welsh Government colleagues on national issues)</p>
<p>9.2 Regional Priorities</p> <p>Outcomes: 1, 2, 3, 5 and 6</p>	<p>Agree regional priorities, including input from the Operations Directors to regional initiatives or projects, with local authorities at regional meetings in advance of annual service delivery planning</p>
<p>9.3 Local Priorities</p> <p>Outcomes: 1, 2, 3, 5 and 6</p>	<p>Agree local priorities with local authorities based on local knowledge and intelligence in advance of service delivery planning</p>

Definitions and glossary for the purposes of this document

AHA	Animal Health Act 1981
AHO	Animal Health Office (of the Animal Health and Veterinary Laboratories Agency)
AMES	Animal Health and Welfare Management and Enforcement System
AMLS2	Animal Movements Licensing System
Animal Gathering	Defined in the Animal Gatherings (England) Order 2010 and the Animal Gatherings (Wales) Order 2010 as: "animal gathering" means an occasion at which animals are brought together for one or more of the following purposes - (a) a sale, show or exhibition; (b) onward consignment within Great Britain; (c) inspection to confirm the animals possess specific breed characteristics
AHVLA	AHVLA is the Government's executive agency primarily responsible for ensuring that farmed animals in GB are healthy, disease free and well looked after, and safeguarding public health from animal borne disease
BIS	Department for Business Innovation and Skills
CCP	Critical Control Point. A business, premises, or location at which controls can be applied resulting in the reduction in risk of the introduction or spreading of notifiable disease in England and Wales
Dealer (livestock)	The Brucellosis (England) Order 2000 and the Brucellosis (Wales) Order 2006 defines: Dealer in bovine animals - any person whose trade or business regularly includes the selling of bovine animals purchased by that person for the purpose of resale within 28 days. Dealer in livestock - For the purposes of the Framework, means any person whose trade or business regularly includes the selling of livestock purchased by that person for the purpose of resale within 28 days
Defra	Department for Environment, Food and Rural Affairs
FSA	Food Standards Agency
Inspection	Inspection can include the following interventions:

	physical visit, postal record checks, business self assessment (incl. questionnaires), other alternative intervention methods
LGR	Local Government Regulation (previously LACoRS) N.B. LG Regulation ceased to exist as a separate entity within the Local Government Association on 1st April 2011
Large Markets	Includes multiple species markets and markets with single species with large numbers of cattle (200+) or sheep (1500+)
Livestock	For the purposes of this document livestock includes cattle, sheep, pigs, goats and poultry and any other farmed species kept for the purposes of or involved in the production of food for the human food chain (e.g. rabbits, farmed fish)
Local Authority	Defined by the Local Government Act 2000 as: (a) in relation to England— As defined in Animal Health Act: (i) a county council; (ii) a district council; (iii) a unitary authority; (iv) a London borough council; (v) a metropolitan borough; (vi) the Common Council of the City of London in its capacity as a local authority; (vii) the Council of the Isles of Scilly; (b) in relation to Wales, a county council or a county borough council
Market	Defined in the Welfare of Animals at Markets Order as: "market" means a market place or sale-yard or any other premises or place to which animals are brought from other places and exposed for sale and includes any lairage adjoining a market and used in connection with it and any place adjoining a market used as a parking area by visitors to the market for parking vehicles
Markets	Also includes horse and poultry markets
NAHWP	Local Authorities' National Animal Health and Welfare Panel
OFFC	Regulation (EC) 882/2004 on Official Feed and Food Controls
Operating Hours (Markets and Animal Gatherings)	Times when the animal gathering would normally be receiving and handling animals
OV	Official Veterinarian
Premises	Includes any land, building or other place (Animal Health Act 1981)
Quality Assurance Procedures	Includes regular auditing, by line managers, of

	inspections and revisits (including auditing against the local authority's own guidance)
Slaughterhouse / Abattoir	Also includes horse and poultry slaughterhouses/ abattoirs and includes slaughterhouse/abattoirs used for compulsory and welfare disposal schemes where the animals are not entering the human food chain
Red meat slaughterhouse throughput	<p>EU livestock Unit (ELU) = 1 cattle beast = 5 pigs = 10 sheep.</p> <p>Low throughput = less than 1000 ELU average annual throughput.</p> <p>Medium throughput = more than 1000 ELU and less than 30,000 ELU average annual throughput.</p> <p>High throughput = more than 30,000 ELU average annual throughput</p>
White meat slaughterhouse throughput	<p>Low throughput = less than 10,000 average annual throughput</p> <p>Medium/High throughput = more than 10,000 average annual throughput</p>
Service Delivery Plan (SDP)	A document completed annually by a local authority detailing the level of delivery of service relating to the various functions, activities and content of work areas covered in the Framework As laid out in Annex C
WIT Team	Welfare in Transport team at AHVLA's Specialist Service Centre in Carlisle, dealing with statutory returns and other matters under the relevant legislation

Local authority profile template and guidance for completion

1. The purpose of completing a profile annually is:
 - to provide a simple overview of the pattern of work expected during the year based on the number and types of premises in the authority's area; and
 - to highlight changes from previous years.
2. The profile can be used to support the local authority's service delivery plan.

Specific guidance on completing the Profile

Question 1: Staffing

The total number of animal health delivery staff (FTE), broken down into data input staff and field staff.

Question 2: Data input

Provide additional information if you feel more explanation is necessary.

Question 3 (a): Critical Control Points (CCPs) with defined work patterns

For areas with only a small number of premises in these categories, it may be enough to simply complete the profile template.

For those with multiple premises or complicated operating patterns, it is recommended that you provide additional information about the operating pattern of your markets, collections centres and assembly centres. If this is the case, please show the total number of operating days per year on the profile template.

It is appreciated that you may not be aware of one-off events at the time you prepare your profile. However, you may have some awareness of local intentions.

Question 3 (b): CCPs without defined work patterns

Ports include seaports, marinas (sea) and airports (national and international).

It is appreciated that this information may change throughout the year but the profile should be based on the date upon which it is completed.

Question 4: Risk assessed premises

Risk assessment should be based on the scheme provided in Section 4 of the Framework.

The number of high risk premises shown here should include all CCPs (Livestock Markets, Sales, Collection Centres and Assembly Centres, Slaughterhouses, Dealers, Ports and High Risk Farms) in the local authority area.

Local Authority Profile

Name of LA	Financial Year
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1. Staffing

	(FTE)
Field Staff	
Data input staff	
TOTAL	

2. Data Input

Local Authority Database used:	
Interface with AMES installed Y/N	Interface with AMES functional Y/N
If not installed, are there plans to do so? (date):	
If not, please give reason	

3. Work Load – Critical Control Points (CCPs)

A. With defined work patterns

Type of CCP	No.	Operating pattern (markets) or throughput (slaughterhouses)
Markets, Collection Centres & Assembly Centres		
Slaughterhouses		
Shows, sales and one-off events		

B. Without defined work patterns

Type of CCP	No.
Ports	
Dealers	

4. Total risk assessed premises including CCPs

According to risk assessment by local authority

	High Risk	Medium Risk	Low Risk
Number of premises (including 3(a) and (b) above)			

Service Delivery Plan and guidance for completion

The purpose of completing a Service Delivery Plan annually is:

- to provide a structured plan of the work for the local authority area during the financial year; and
- to highlight changes from previous years.

The template when completed and where necessary approved by the authority, can be used by the authority to monitor its performance in delivering the animal health and welfare function. It can also be used to support discussion with the Operations Directors on local service delivery.

Specific guidance on completing the Service Delivery Plan

You should record the priority activities which you propose meeting during the year, as described in columns 3 and 4 of the Activity Framework (Section 5) and complete each box in the column headed — Local Authority Planned Service Delivery as follows:

- a) Specify the priority activities that are planned to be achieved
- b) Numbers and target percentage where applicable

If no activity is relevant in an area (for example, in Section A 4.2, if you do not have a slaughterhouse in your area) please insert 'not applicable'.

It is appreciated that the information supplied may need to be reviewed and updated during the year, as circumstances change.

It is suggested that the Service Delivery Plan is discussed with your Operations Directors so that an understanding is reached regarding what can be realistically achieved, what local factors need to be taken into account and, above all, how the Plan helps to manage the risk of animal disease incursion, control spread and maintain and improve standards of animal welfare.

Local Authority: (insert name)

Service Delivery Plan for year: 01/04/20-- to 31/03/20--

Part A - National priorities (including Critical Control Points)

Content and relevant outcome(s)	Local Authority Planned Level of Service Delivery
A1. Planning the Delivery of the Local Authority Animal Health Function	
A1.1 Risk Assessment	<p>Premises risk assessed in accordance with national risk scheme detailed in Section 4</p> <p>Risk based inspection programme</p> <p>Outcomes 1, 2, 5 and 6</p> <p>a)</p> <p>b)</p>

A2. Training and Development

A2.1 Training for new officers	Officers are authorised to enforce all relevant legislation.	a)
On-going professional development	All enforcement staff to hold recognised qualification or have equivalent professional experience i.e. 'Grandfather rights' or undertake to achieve such qualifications as soon as possible	
	It is recognised that in emergency situations i.e. outbreaks of disease, there may be a need to call upon non animal health qualified officers to assist in carrying out animal health and welfare duties.	b)
	Time and resources allocated to keep up to date on appropriate Animal Health and Welfare legislation, codes of practice, guidance etc – e.g. by accessing the LGA Knowledge Hub	
	Outcome 5	

A3. Licensing Activities

A3.1 Recording of Animal Movements	All movement documents received to be date stamped or otherwise identified as to date received (the 3 day timescale commences on the day following receipt of the movement document by the authority). Data entry on to the Defra	a)
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<p>Sheep, Goats, Deer and Pig movement data capture and recording of exemptions</p>	<p>AMLS2 database of all sheep, pig and deer movement documents received</p> <p>Action to be taken where errors are detected that require follow up resolution</p> <p>Outcomes 1 and 4</p>	<p>b)</p>
<p>A3.2 Issuing of specific animal movement licences on AMLS2</p>	<p>Specific licences (on AMLS2) issued for those individuals prohibited by the Minister from operating under the general licence</p> <p>Receipt of licence applications</p> <p>Assessment and issue of specific licences</p> <p>Issue of animal movement licences manually where approval given</p> <p>Outcomes 1 and 4</p>	<p>a)</p> <p>b)</p>

A3.3 Investigation of specific (AMLS2) movement licence refusals	<p>Initial investigation of (AMLS2) licence application refusals; resolve if possible, otherwise co-operation with AHO to achieve resolution</p> <p>Outcomes 1 and 4</p>	<p>a)</p> <p>b)</p>

A4. Enforcement activities to maximise Animal Health and Welfare compliance (CCPs)		
A4.1 Attendance at Critical Control Points - Livestock markets, Sales, Collection Centres and Assembly Centres	Highly visible preventative enforcement presence. Attendance at markets and other premises licensed for sales, and Collection Centres and Assembly Centres to ensure compliance, in particular with: <ul style="list-style-type: none"> • Biosecurity (vehicles, premises and people) • Livestock identification • Central Point Recording Centre approval conditions and contingency • Welfare • Transport • Licensing and record keeping • Specific pre movement licensing • All other relevant legislation Exact attendance levels and times	a) b)

	<p>According to status of gathering</p> <p>Outcomes 1, 2, 5 and 6</p>	
<p>A4.2 Attendance at Critical Control Points - slaughter houses</p> <p><i>All these activities with regard to the transport unloading and identification of livestock should normally occur outside of the slaughterhouse production area. This service delivery function does not require local authority officers to enter the slaughterhouse</i></p>	<p>Attendance at slaughter houses (high and low through put, red meat and poultry(white meat) in liaison with FSA to ensure legislative compliance, in particular with:</p> <ul style="list-style-type: none"> • Biosecurity (vehicles, premises and people) • Livestock identification • Central Point Recording Centre approval conditions and contingency • Welfare • Transport • Licensing and record keeping • Specific pre movement licensing • All other relevant legislation <p>Outcomes 1, 2, 5 and 6</p>	<p>a)</p> <p>b)</p>

<p><i>production area, or undertake enforcement in relation to the slaughterhouse operation itself. The FSA is responsible for enforcement in the slaughterhouse itself, and local authorities should liaise with FSA with regard to any need to enter the slaughterhouse production area.</i></p>		
<p>A4.3 Attendance at Critical Control Points - Dealers</p>	<p>Identification of Dealers</p> <p>Visits/inspections to verify legislative compliance</p> <p>Outcomes 1, 2, 5 and 6</p>	<p>a)</p> <p>b)</p>

<p>A4.4 Attendance at Critical Control Points - Ports (excluding BIPs)</p>	<p>Attendance at Ports to ensure legislative compliance, in particular with:</p> <ul style="list-style-type: none"> • Biosecurity (vehicles, premises and people) • Livestock identification • Welfare • Transport • Import/export documentation • All other relevant legislation <p>Outcomes 1, 2, 5 and 6</p>	<p>a)</p> <p>b)</p>

<p>A5.3 Intelligence led actions</p>	<p>Infringements or suspected infringements reported from external enforcement sources or identified by use of data interrogation or intelligence sources; members of the public/complaints</p> <p>Outcomes 1, 2, 5 and 6</p>	<p>a)</p> <p>b)</p>
<p>A6. Post enforcement reporting and AMES data entry activities</p>		

<p>A6.1 Animal Health and Welfare Management and Enforcement System (AMES)</p>	<p>Entry of data on to AMES system (or via electronic data transfer from local systems to AMES) recording local authority enforcement activities, results and actions (the relevant timescale commences on the day following the date on which the activity took place).</p> <p>Use of AMES for management information and report generation</p> <p>Recording of data on infringements</p> <p>Outcomes 1, 2, 3, 4, 5 and 6</p>	<p>a)</p> <p>b)</p>
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<p>authority emergency preparedness</p>	<p>Outcomes 1, 3, 5 and 6</p>	<p>b)</p>
<p>A7.2 Testing and Training</p>	<p>Testing, training, practising and evaluating activities in relation to the emergency plan</p> <p>Outcomes 1, 3, 5 and 6</p>	<p>a)</p> <p>b)</p>

A7.3 Emergency Action	Provision of full emergency range of services under the emergency plan, when disease emergency declared by Defra/Welsh Government Outcomes 1, 3, 5 and 6	a) b)

A8. Additional Activities to reflect National Priorities

A8.1 National
Priorities

Provide details in Service Delivery Plan (Annex C) of identified priorities as discussed with the, Operations Directors Defra and the Welsh Government, as appropriate.

Outcomes 1,2,5 and 6

a)

b)

Activity matrix for animal welfare (optional)

1. It is intended the following activity matrix below may be used for farm animal welfare complaints received by local authorities who deal with this type of complaint. It provides a basic framework in relation to the Animal Welfare Act 2006. It is anticipated that the sections relating to training and development, reactive and intelligence-driven enforcement, post-enforcement reporting and AMES data entry activities in the main Framework would also be applicable to this section.
2. It is important that local authorities that decide not to authorise inspectors under the Animal Welfare Act 2006 recognise that they still have powers under the Act to prosecute offences under the Act. It is also recommended that local authorities that decide not to deal with welfare offences under this Act have a contingency plan in place to deal with any complaints that they may receive (e.g. contact details for local AHO or RSPCA; or specific arrangements with a neighbouring local authority who is willing to do the work).
3. This framework fulfils the requirements of Outcome 2 (See page 8).

Activity	Priority Activity	Other Priority Actions for consideration
1. On Farm Welfare		
1(a) Authorisation of inspectors under the Animal Welfare Act 2006	Inspectors authorised by local authorities under the Animal Health Act 1981 (as amended) should be authorised as Inspectors under the Animal Welfare Act 2006	N/A
1(b) Response to farm welfare complaints received from a member of the public or another agency	<p>Liaison with local AHO (as soon as possible to discuss complaint</p> <p>Refer to AMES Database see if there is any recorded history of problems on the premises</p> <p>Where appropriate, arrange joint visit with a VO to investigate on next working day after receipt of complaint</p> <p>Where it is considered that a VO is not required in the first instance, visit premises to investigate on next working day after receipt of complaint</p>	<p>Where appropriate, arrange joint visit with AHO VO (Veterinary Officer) to investigate within 24hrs of receipt of complaint</p> <p>Where it is considered that a VO is not required in the first instance, visit premises to investigate within 24hrs of receipt of complaint</p> <p>Liaison with other appropriate agencies in order to try and establish if complainant is subject of any other complaints / investigations</p> <p>Where appropriate organise a Case Conference with all enforcement bodies involved to discuss the case and how best to proceed in order that all agencies are moving forward in the same direction</p>

Activity	Priority Activity	Other Priority Actions for consideration
1(c) Enforcement action	<p>Where an animal's welfare is being seriously compromised immediate enforcement action should be taken</p> <p>The Inspector should take such action as is necessary to alleviate suffering to any animal(s) without undue delay</p> <p>Where an Improvement Notice is appropriate, service of Notice within 48hrs of visit taking place</p> <p>Cognisance should be taken of the guidance issued by Defra and Welsh Government in accordance with Section 10 of the Act</p> <p>The agreed template for the Improvement Notice should be used</p>	Where an Improvement Notice is appropriate, service of Notice within 24hrs of visit taking place
1(d) Follow up visits to premises against whom a welfare complaint was	If necessary and in consultation with Veterinary Officer revisit the premises within an appropriate period of initial visit	<p>N/A</p> <p>Revisit within 1 days of end of Compliance Period specified in the Notice or sooner dependent upon severity of complaint</p>

Activity	Priority Activity	Other Priority Actions for consideration
received		
1(e) Follow up visits to premises where an Improvement Notice was served	<p>Where appropriate monitoring visits should be carried out during the compliance period and these should be appropriate to the severity of the complaint</p> <p>Revisit within 2 working days of end of Compliance Period specified in the Notice or sooner dependent upon severity of complaint</p>	

Activity	Priority Activity	Other Priority Actions for consideration
<p>1(f) Arrangements for taking possession of an animal / animals which are being caused suffering or likely to be if their circumstances do not change</p>	<p>Contingency plans drawn up as to how taking possession of an animal / animals will be facilitated and for their subsequent care until they are disposed of or returned</p> <p>These contingency plans should identify suppliers / contractors / premises for:</p> <ul style="list-style-type: none"> • appropriately trained / experienced staff to handle and care for the animals • appropriate equipment to handle the animals • transporting the animals • suitable premises to keep animals. • supply of feed • supply of suitable bedding material • provision of veterinary care 	<p>Contract arrangements with suppliers / contractors / premises for:</p> <ul style="list-style-type: none"> • appropriately trained staff to handle and care for the animals • appropriate equipment to handle the animals • transporting the animals • suitable premises to keep animals • supply of feed • supply of suitable bedding material • provision of Veterinary care
<p>1(g) Destruction of an animal / animals if deemed necessary</p>	<p>Contingency arrangements in place to facilitate the destruction of an animal / animals if deemed necessary by Veterinary Surgeon or an Inspector / Constable</p>	<p>Contact list of Veterinary Surgeons (including out of hours services) whom could be used for this purpose if necessary</p> <p>Contact List of other suitably trained persons whom could be used to humanely destroy animals where necessary</p>

Activity	Priority Activity	Other Priority Actions for consideration
		Authorised Inspector(s) trained and provided with suitable equipment to humanely destroy animals where necessary
1(h) Follow up letters to premises which were visited	Follow up letter detailing the visit, what was discussed and the provisions of any Improvement Notice, if served, sent within 5 working days of visit	Follow up letter detailing the visit, what was discussed and the provisions of any Improvement Notice, if served, sent within 3 working days of visit