



The State Veterinary Service

Corporate Plan

April 2005 – March 2008



“To provide a first class contribution to the maintenance and improvement of animal health and welfare and public health. We will work in partnership with others, identify and apply innovative solutions to business needs and establish a working environment in which our staff can give of their best. Our delivery will be professional, open, responsive and flexible and will seek to understand, and be sensitive to, the needs of our stakeholders.”

Contents

Introduction	3
Vision	4
Role	5
Stakeholders	5
Objectives	7
Goals and performance targets	7
Strategy	9
Measuring Achievement	10
Plans	10
Year one:	11
Structure, Role Development, Relationships and Management Systems	
Year two:	15
Performance and the delivery of outcomes	
Year three:	17
Consolidation and Review	

This document is The State Veterinary Services' first Corporate Plan, covering the period 1 April 2005 to 31 March 2008. It describes the organisation, and sets out its vision, objectives and goals.

Introduction

The State Veterinary Service ('the SVS') employs some 1400 staff and operates from twenty four offices and other outstations throughout Great Britain. Its sponsor Department is the Department for Environment Food and Rural Affairs ('Defra').

The SVS provides agreed public health and animal health and welfare services to the Scottish Executive and the Welsh Assembly Government ('the Devolved Administrations') as well as throughout England, working to deliver one of Government's strategic priorities; a sustainable food and farming sector. The organisation's role has evolved and broadened since its inception in the mid 19th Century. It has a rich history and heritage, including the field management in 2001 of an outbreak of Foot and Mouth Disease of an unprecedented scale. Its main asset is its staff: together they possess a unique knowledge and understanding of animal health and welfare and the farming industry throughout Great Britain.

Defra's Delivery Strategy provides for the separate management of policy and operational functions, with clearly defined accountabilities and partnership working between the two. In furtherance of this strategy, the Secretary of State for Environment, Food and Rural Affairs has established the SVS to operate as an Executive Agency with effect from 1 April 2005. Defra and the Devolved Administrations will review delivery arrangements periodically and, during the period covered by this plan, the SVS will be planning for the implementation of any decisions arising from those periodic reviews.

The establishment of the SVS as an Agency provides real opportunities for better strategic liaison in public health and animal health and welfare at national, regional and local level, and for the SVS to develop its delivery capabilities to the full. In its first year, the Agency expects to focus particularly on enhancing its management systems, embedding a new structure, and on developing new relationships – with Defra, the Devolved Administrations and others, to contribute to animal health and welfare policy development and to ensure effective delivery. Once these are established, the Agency will be able to better focus on performance and delivery of outcomes, in year two and beyond. In its third year, the Agency will review with Defra and the Devolved Administrations its performance to date, and its place in the overall delivery arrangements for public health and animal health and welfare.

The new Agency will be an open and transparent organisation. As a new body, it faces a number of specific challenges, in consolidating the move to agency status, and developing new relationships, business processes and new IT systems against the backdrop of a fast moving policy climate and the ever changing demands of animal disease control.

The new organisation

The move to agency status has enabled the SVS to determine its vision, and (with Defra and the Devolved Administrations) to review and clarify its role.

The Agency has agreed objectives with Defra and the Devolved Administrations for the three years covered by this Corporate Plan. Specific and integrated strategies have been designed in order to best meet those objectives.



Vision

The Agency's most evident stakeholders are Defra and the Devolved Administrations, the livestock farming community and veterinary practitioners. Stakeholder confidence in the new organisation, and more generally in animal health and welfare and their impact on public health, will be defined by the extent to which it meets its statement of vision:

"To provide a first class contribution to the maintenance and improvement of animal health and welfare and public health. We will work in partnership with others, identify and apply innovative solutions to business needs and establish a working environment in which our staff can give of their best. Our delivery will be professional, open, responsive and flexible and will seek to understand, and be sensitive to, the needs of our stakeholders."

Role

On June 24 2004, Defra, in partnership with the Devolved Administrations published a comprehensive long-term Animal Health and Welfare Strategy for Great Britain¹. The SVS is a key delivery agent for the strategy, and for the period covered by this plan most of the Agency's resources will be expended in this role.

The Agency implements and enforces specific national and EU legislation and regulations relating to animal welfare, the control and eradication of animal diseases, and the facilitation of international trade, as agreed with Defra and the Devolved Administrations. Implementation and enforcement activities include investigation, inspection and surveillance, licensing, certification and registration.

The Agency contributes to evidence-based policy development by providing advice on the deliverability, implementation and effectiveness of existing policies and new proposals. The Agency also provides information and veterinary and industry surveillance to inform policy development.

The Agency has specific responsibilities and functions in the case of any outbreak of exotic or other animal disease. These responsibilities and functions are set out in detailed Departmental contingency plans.

The Agency's role can extend or otherwise change in agreement with Defra and the Devolved Administrations.

Stakeholders

In defining its objectives and goals, the Agency must take account of the multifarious interest groups, individuals and organisations that constitute its customers and stakeholders.

Customers

- **Direct customers** receive products or services directly from the Agency. Direct customers include farmers, pet owners and organisations such as composting plants and livestock markets. Individual direct customers may also receive enforcement action, taken or instigated by the Agency, in order to protect the wider livestock industry or where it is in the wider public interest to do so.
- **End customers** obtain a benefit from the Agency's services even though they may have no direct relationship with the SVS; for example the general public benefit from control of zoonotic diseases such as brucellosis, rabies and salmonella, and rural communities benefit from the stability of major epizootic disease control and preventive measures such as import controls, disease surveillance programmes and biosecurity measures.

¹ *Animal Health and Welfare Strategy for Great Britain*, <http://www.defra.gov.uk/animalh/ahws/default.htm>

Delivery Agents

- These are bodies formally contracted to deliver products or services for the SVS. They include the important resource of Local Veterinary Inspectors who carry out much of the surveillance testing for brucellosis and tuberculosis, the many contractors listed in local exotic disease contingency plans and the organisation's IT partners, IBM.

Partners

- The Agency's partners are generally official bodies such as local or central government or their agencies such as the Police, the Health Protection Agency, the Food Standards Agency or the Environment Agency. These are often referred to as *operational* or *delivery partners* in specific circumstances.

Interested individuals or organisations

- The Agency recognises the importance of independent people or bodies who wish to retain a separate and objective relationship with our work, including the media, and specific interest groups.

Staff

- The Agency's staff are its most important resource and of fundamental importance to the success of the organisation.

In fulfilling its objectives, the Agency must balance the interests of its stakeholders equitably, taking into account possible conflicts among them. The Agency recognises in particular its key role in working with the livestock farming community and other partners, to deliver the Government's animal health and welfare strategies, and in managing outbreaks of animal disease.

Objectives

The organisation's objectives reflect the priorities identified by stakeholders in response to public consultation on the move to Agency status² and the wider objectives of the Department, the Devolved Administrations and Government. They are:

- To develop and maintain arrangements to support effective policy development in the fields of public health and animal health and welfare, and to propose and agree effective delivery strategies;
- To work in partnership with others to deliver agreed public and animal health and welfare strategies and policies, taking stakeholder needs into account;
- To maintain and assure an agreed state of readiness to manage outbreaks of animal disease;
- To continue to improve efficiency and effectiveness.

In order to meet these objectives, the Agency must plan for the uncertainties associated with the nature of animal disease – for example, the risk of exotic disease outbreaks, and changes to disease patterns and risks brought about by developments in the farming and food industry and in international trade (both legal and other).

The organisation operates in a complex environment: increasing globalisation, regulation and the apparent links between animal health, public health and the sustainability of farming together require the SVS to be an unusually responsive and flexible organisation. It needs to be able to implement changes to field operations quickly, to manage substantial fluctuations in demand, to respond to regional pressures and adapt to seasonal changes in work patterns.

Goals and performance targets

The organisation has agreed performance targets with Defra and the Devolved Administrations for the period covered by this plan. Details are set out in Table One. The Agency will review and agree performance delivery targets annually with Defra and the Devolved Administrations, and will publish those targets each year in its Business Plans and on its website.

The Agency will always seek to meet the performance targets and other goals set for it by Government, and the Agency's goal-setting will also reflect its vision – to provide a first class contribution to the maintenance and improvement of animal health and welfare and public health.

² *Delivering Animal Health and Welfare – a review of the delivery of Veterinary Services*, July 2004

TABLE ONE

The State Veterinary Service – PERFORMANCE GOALS FOR 2005–2008

Target Area	SVS target	Linked Government /Defra targets
<p>Implementation of the Animal Health and Welfare Strategy for Great Britain</p>	<p>To identify and develop Working Arrangements and Agreements with those operational partners, stakeholders, government bodies and other agencies with whom the SVS need to work closely to implement the Animal Health and Welfare Strategy effectively at national, regional and local levels.</p>	
<p>Implementing specific animal health policies, including public health</p>	<p>Scrapie: To ensure the sampling, identification and removal of 95% of NSP Type 4 and 5 rams in flocks registered under the NSP Compulsory Breeding Programme (not including Rare Breeds).</p> <p>BSE: To identify and locate all traceable animals suspected of being exposed to BSE infection and prevent them from entering the food chain within agreed response times.</p> <p>Bovine TB³: To issue movement restrictions on all 'high risk' animals and herds within two working days; to identify and test at least 95% of 'at risk' and 'high risk' herds within agreed timeframes; to issue restriction notices on any 'at risk' herds where testing is not complete within the agreed timeframes and to complete 90% of routine TB surveillance tests within the defined TB testing window.</p>	<p>DEFRA PSA 9 To improve the health and welfare of kept animals, and protect society from the impact of animal diseases, through sharing the management of risk with industry, including:</p> <ul style="list-style-type: none"> • a reduction of 40% in the prevalence of scrapie infection (from 0.33% to 0.20%) by 2010; • a reduction in the number of cases of BSE detected by both passive and active surveillance to less than 60 in 2006, with the disease being eradicated by 2010; • a reduction in the spread of bovine TB to new parishes to below the incremental trend of 17.5 confirmed new incidents per annum by end 2008; • Indicator (of success towards the goal of sharing the management of risk): –90% of livestock holdings will have an auditable farm health plan by 2014.

³ at risk – those which MIGHT have bovine TB; herds which have obtained stock from a reactor herd, or herds which supplied stock to a reactor herd.

high risk – those where we have definite evidence of the existence of bovine TB; herds with reactors, and herds from which a visibly lesioned slaughterhouse case has been directly traced.

Target Area	SVS target	Linked Government /Defra targets
Emergency preparedness	To develop and use a management assurance programme to evaluate and maintain agreed levels of readiness.	
Animal Welfare	In known cases where welfare law has been breached but no unnecessary pain or suffering has occurred (i.e. 'C' scores), to ensure the average time for resolution is within agreed timelines. For cases involving unnecessary pain or distress ('D' scores), to intervene within one day and to ensure that the average time for resolution is no more than 21 days and that priority is given to more rapid resolution of serious cases.	
Facilitating international trade	To issue at least 95% of export health certificates within the timeframes agreed; check at destination, within the agreed response time, consignments of live animals entering GB from other EU Member States, as selected by the TRACES Risk Messaging System.	
Customer Satisfaction	To develop a measure of customer satisfaction and establish baseline levels in 2005–2006, and then to improve the overall level in 2006–2007 and 2007–2008.	
Effectiveness	To measure the organisation using the Balanced Scorecard and establish baseline levels and then to improve the overall level in 2006–2007 and 2007–2008.	
Efficiency	To deliver efficiency gains as agreed with Defra and the Devolved Administrations.	

Strategy

The Agency has set out its vision and its objectives above. However, little can be achieved purposefully until goals have been set, strategy developed, and step-by-step plans to deliver the strategy and achieve the goals have been designed, and appropriate resources have been allocated.

By the end of the period covered by this plan, the Agency will be enabled by modern IT systems, supporting new business processes. It will have reviewed and developed its business model, to ensure the most efficient and effective delivery arrangements for the wide range of work it undertakes. It will be working in partnership with others to deliver both existing and new services, and its professional, technical and administrative staff will have been developed so as to be able to give of their best.

The Agency is pursuing integrated strategies designed to promote achievement of its vision and objectives, and the development of the new organisation's overall capacity and competence.

The central strands of its strategy are:

- To engage effectively with the Animal Health and Welfare Directorate of Defra, the Scottish Executive and the Welsh Assembly Government in order to best support and inform policy development and evaluation in the field of public and animal health and welfare;
- To develop partnerships and other joint working arrangements to promote efficient and effective delivery;
- To develop an economic, efficient and effective match between delivery requirements and the organisation's staff and private vets, by employing, developing and deploying a sufficient number of suitably qualified, experienced and motivated people;
- To optimise the organisation's capacity to flex its resource in order to balance competing and sometimes unpredictable demands, and enhance its capacity to scale up operations in immediate response to an outbreak of exotic animal disease;
- To develop, integrate and exploit Information Technology ('IT') systems in conjunction with Defra and our IT partners, IBM;
- To develop structures and processes for the organisation that optimise its ability to achieve its vision and objectives and promote the consistent, organisation-wide achievement of exceptional performance.

Measuring Achievement

Some aspects of corporate achievement are easy to measure – for example, operational performance, the cost of provision of certain services, or the installation of an IT system. Other aspects of corporate achievement are less tangible and therefore inherently more difficult to measure. Examples include the extent to which staff feel motivated to perform, or the extent to which operational processes are improved. The Agency believes it is important to measure periodically the various elements of performance, both tangible and intangible, in order to properly evaluate the extent to which it is achieving its vision, and to identify and implement relevant improvement strategies.

The Agency will report periodically on the extent to which it achieves its detailed performance goals. The Agency has considered how best to measure broader achievement and has determined to use the Balanced Scorecard model. The Agency will ensure a regular, objective and comprehensive self-assessment of the organisation using the model and will use best practice techniques in use within Defra to focus on any weaknesses identified.

Plans

The plans for the organisation in its first year and for the remaining years covered by this plan are set out below. Progress in the implementation and delivery of these plans will be reported in the Agency's successive Annual Reports.

As the Agency has specific and resource-intensive responsibilities in the event of an outbreak or outbreaks of animal disease, progress in implementing these plans will be subject to the demands of any such outbreaks.

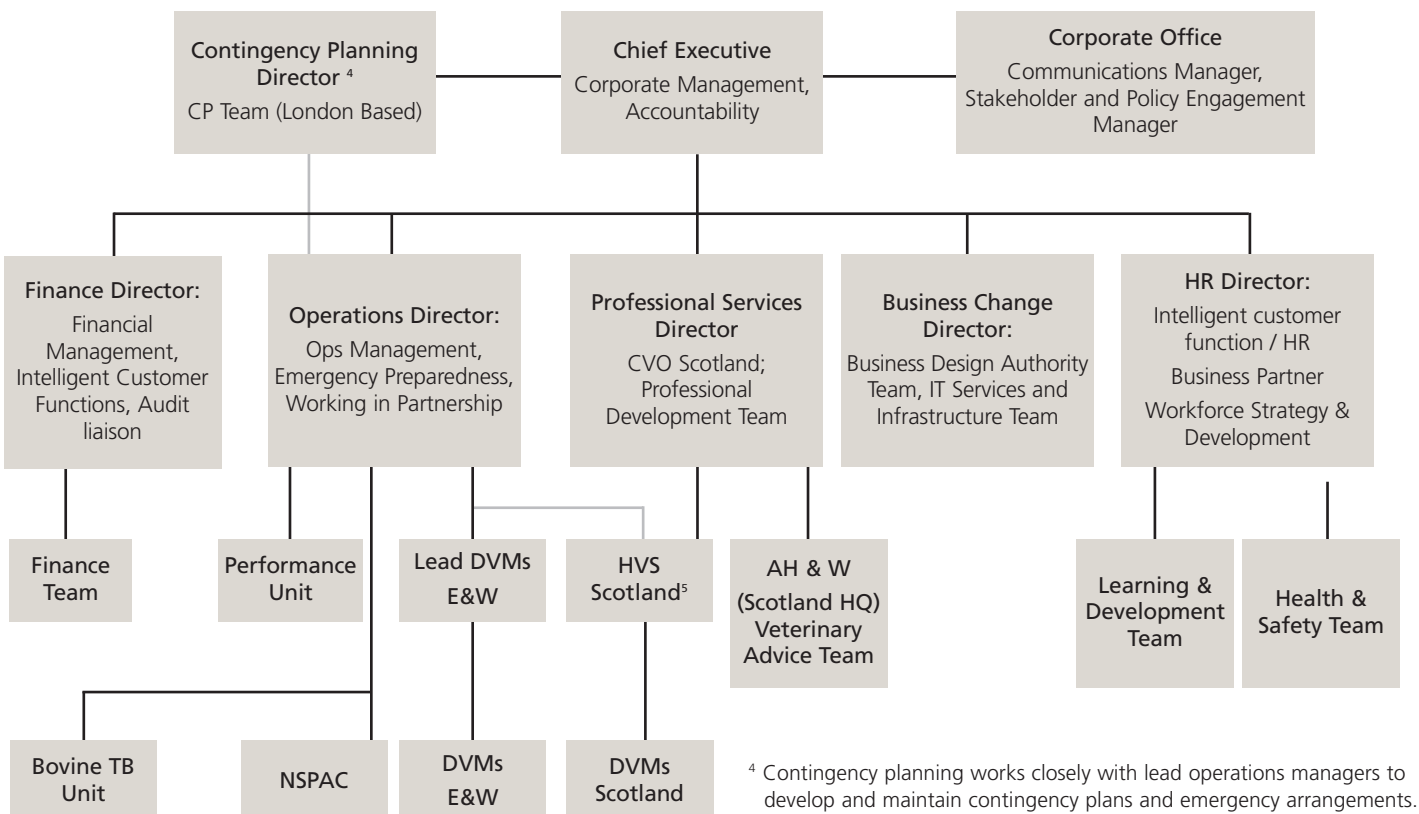
Year one

By the end of its first year, the Agency will have implemented and consolidated a new structure. It will have strengthened significantly its operational management systems and its management information collection and collation, creating a new Performance Unit. It will have implemented phase one of its IT systems development and taken on new work. It will have determined the optimum business model for the organisation and developed a resource planning tool to enable it to quantify its staffing and other resource needs.

Structure

In its first year the Agency will be developing its structures, relationships and management systems, so as to enable it to meet its objectives and its stakeholders' needs. It will complete the implementation of a revised structure (see diagram, below), designed to align the organisation more closely to its main delivery partners and to strengthen the organisation's management and accountability, in particular its capacity to ensure consistent delivery.

Agency Structure



⁴ Contingency planning works closely with lead operations managers to develop and maintain contingency plans and emergency arrangements.

⁵ HVS Scotland reports to operations manager in relation to performance delivery.

The Agency will promote and structure the involvement of middle managers and front line staff in organisational decision-making, for example by establishing a matrix group to oversee the management of controls for the most onerous current animal disease issue, Bovine TB. To better manage performance delivery, the Agency will establish an Operations Forum under the remit of its Operations Director, and a central Performance Unit to collate, analyse and distribute performance management information.

The Agency will review the arrangements for current and planned future work that is not directly field-related, to determine the optimum business model – that is, the best delivery arrangements.

Role development

The organisation will continue to deliver the work it currently undertakes across a wide range of animal health and welfare issues and in key areas affecting animal health and welfare, to underpin the Animal Health and Welfare Strategy for Great Britain. Also, (in agreement with the Directorate and the Devolved Administrations) it will play a new role in promoting fresh initiatives in the Strategy and in facilitating strategy implementation, in partnership with other stakeholders.

The organisation has a specific enforcement and inspection role. During the year the Agency will review and strengthen this role, for example through the development and application of professional risk-assessment techniques and the implementation of more comprehensive and structured joint-working arrangements with partners.

Within the organisation's wide delivery remit, the organisation has particular plans for certain areas of work in its first year, as set out in its Business Plan for the year 2005–2006. Separately, the Agency will plan for and implement the staged transition of identified operational work from the Directorate and others and will review and agree with the Department and other agencies the extent and likely timing of any other transitions, in furtherance of Defra's Delivery Strategy and its Departmental five year strategy⁶.

One of the Agency's objectives is to maintain and assure an agreed state of readiness to manage outbreaks of animal disease. The Agency will agree (with Defra and the Devolved Administrations) the level of readiness required and the relevant funding arrangements.

Relationships

As a new Agency, the organisation has the opportunity to review its employment and manpower policies. It has established consultation and liaison arrangements with the relevant unions, so as to promote a constructive and inclusive approach to development. The Agency will develop, in consultation with Defra, the Devolved Administrations and the relevant unions, organisation-wide policies that meet its needs and develop staff.

The Agency will work with the Chief Veterinary Officer for the United Kingdom and the Animal Health and Welfare Directorate to strengthen its relationships and enhance and structure its

⁶ *Delivering the Essentials of Life: Defra's five year strategy*, <http://www.defra.gov.uk/corporate/5year-strategy/index.htm>

engagement in the individual policy programmes and in their co-ordination and oversight by the Directorate's Animal Health and Welfare Programme Management Board. The Agency enjoys a special relationship with each of the Devolved Administrations and will work with them to enhance those relationships in the same manner. The Agency will structure and co-ordinate its engagement with policy programmes using a matrix structure and by developing clear reporting and communications responsibilities.

The Agency will pursue opportunities for partnership working (including information-sharing and joint training) so as to optimise efficiency and at the same time deliver services in ways appropriate to stakeholder needs. The Agency will develop a hierarchy of engagement with the Government Offices for the Regions, Local Authorities, and other agencies, bodies and representative groups to develop the joined-up approach to delivery sought by livestock-keepers and others.

The organisation works closely with some 7,000 veterinarians in private practice, both day-to-day and in an outbreak of animal disease. Over the period covered by this plan the Agency will seek to develop (with the relevant representative bodies and other stakeholders) modern-day delivery arrangements to better manage these activities, and will seek to further develop its professional relationships with all veterinarians and their representative bodies.

The Agency will develop close liaison arrangements with the representative bodies of its key stakeholders, for example the National Farmers Union and associated groups.

Management systems

As a priority, the Agency must embed in the new organisation financial management systems (including both regulatory and non-regulatory financial controls) that meet the enhanced accounting requirements of an Agency.

In his report on rural delivery in 2003, Lord Haskins recommended that Defra organisations should have the maximum flexibility to allocate resources in the most effective ways, whilst keeping the necessary discipline over administrative costs. The funding arrangements for the Agency are so designed: as from 1 April 2005, funds are allocated to the Agency as one organisation, and the Agency will incrementally develop its management systems (e.g. work-recording systems) to enable it to account for expenditure both in the round and in relation to identified functions and locations. So for example, the Agency will develop its systems so as to enable it to account regularly for the costs of the various aspects of Bovine TB control.

The Agency will begin a comprehensive review of management information, focusing in particular initially on financial and human resource management information. The Agency will develop strategies for the sustainable use of energy and other resources.

The Agency will develop and implement resource planning systems, to enable it to assess resource requirements for current and new work, and distribute resource equitably and openly across the organisation.

The organisation is the main delivery agent for a number of animal health and welfare programmes, and with the Directorate and the Devolved Administrations it must balance their competing demands. So as to increase its capacity to implement changes to field operations quickly and to manage substantial fluctuations in demand, and competing demands, the organisation will establish priority review mechanisms (supported by robust risk-assessment methodologies) with the Directorate and the Devolved Administrations.

The Agency will also establish and implement a comprehensive and objective Management Assurance Programme to assess periodically and assure the various dimensions of emergency preparedness. For example the organisation's ability to scale up its physical facilities and human resources in the event of an outbreak or outbreaks of animal disease.

In order to evaluate and assure the quality of its services, the Agency will develop its knowledge management systems and work instructions, to underpin development of a quality assurance scheme.

Early in its first year, the Agency will produce with Defra and Defra's IT partners (IBM) a comprehensive and affordable plan for the development of its Information Technology systems. This plan is likely to provide for a staged implementation profile, with phase one made up predominantly of tactical solutions to be delivered in year one, and phase two representing the longer term, strategic solution to be delivered predominantly in year two.

Externally, recent research has shown that the Agency does not have a clear profile or easily recognised identity. The organisation will develop strategies to clarify and promote its identity, for example through events management, and the use of a distinctive corporate style. Internally, the organisation has particular communication challenges to address: as it is geographically dispersed, and many staff are predominantly field-based, robust structures for internal communications will be particularly important.

Year two

By the end of year two, the Agency will have undergone significant change, in implementing phase two of its IT systems development, new business processes and its preferred business model. It will have developed new joint working arrangements and reviewed its role to take into account new opportunities.

Performance

The planned work on organisational structure and management systems in the Agency's first year, and the agreement of a limited number of performance delivery targets will together enable the Agency to better manage and report on performance. The Agency expects to reap the benefit of these new arrangements in year two and beyond.

However, the Agency's capacity for performance improvement is limited by dated Information Technology. The organisation's systems environment is characterised by poor fit to the business requirements, limited flexibility, poor ability to access data in a flexible manner and the limited lifetime of the underlying technology. Together, the organisation's business processes and IT systems severely constrain the extent to which it can account for its resource management and increase its efficiency and effectiveness.

However, changing the overall systems environment is not trivial; there are many interrelated systems which feed and receive data from a central system ('Vetnet'), and a number of the systems used by the Agency are shared with or owned by other bodies. And there is an ongoing business need for the Agency's systems and its business model to be compatible with those being developed in Defra's wider delivery landscape. The implementation of phase two of its IT systems development and new business processes are likely to be the most challenging planned activities for the organisation in its second year.

The Agency will continue to develop its knowledge management systems and work instructions, as they must take account of changes to business process to support the organisation's quality assurance scheme.

Delivery of outcomes

It has been suggested that the move to agency status could lead to the centralisation of certain functions and processes. More precisely, questions of centralisation and the movement of work will be determined by reference to strategic fit, business need and, most particularly, the opportunities afforded by new Information Technology. The Agency will aim to complete the staged implementation of any agreed changes to its business model during its second year, subject to one overriding priority – the implementation of its strategic IT solution.

A number of legislative changes due for implementation in year one of the Agency will provide opportunities for the organisation to extend its role – for example, changes to the Official Food and Feed controls, new Food Hygiene legislation and the implementation of a Cross Compliance regime arising from changes to the Single Farm Payment. The Agency will work closely with the Animal Health and Welfare Directorate, the Devolved Administrations and other agencies and bodies to develop efficient and effective delivery arrangements, likely to be put into effect predominantly in year two.

In developing and structuring its relationships with Defra, the Devolved Administrations, the Government Offices for the Regions, Local Authorities, and other agencies, bodies and representative groups, the Agency expects to agree specific roles and responsibilities for the promotion of the Animal Health and Welfare Strategy for Great Britain and for the maintenance of agreed levels of emergency preparedness. It is likely that new synergies will be identified, for example in relation to the promotion of bio-security, or the management of the risks associated with the illegal import of animals and animal products. The Agency will work with delivery partners to exploit these synergies to the full.

Year three

By the end of year three, the Agency will have completed a review of its boundary arrangements and implemented the final phase of its IT systems development. It will have reviewed with Defra and the Devolved Administrations its performance to date, and agreed its future in an ever-changing delivery landscape.

In year one the Agency will implement structure proposals designed to align the organisation more closely to its main delivery partners and to strengthen the organisation's management and accountability, in particular its capacity to ensure consistent delivery. During the period covered by this plan the Agency will review its regional and area alignments and where practicable align the territories covered by Animal Health Divisional Offices to take into account the established boundaries of the Government Offices for the Regions. The Agency will aim to fully implement any boundary changes by the end of year three, to sit well with the Rural Delivery Framework for each Government Region in England and Wales and with the comparative arrangements in Scotland.

In year three the Agency will implement the final phase of its strategic IT solution, supporting modern-day business processes and providing comprehensive and timely management information.

Underpinning Government, Defra and the Devolved Administration's umbrella strategies – in particular the Defra Delivery Strategy, the Animal Health and Welfare Strategy for Great Britain and 'Delivering the Essentials of Life: Defra's five year strategy' – is the concept of a true continuing partnership to be developed as between Government, agencies, farmers, vets and others, to help decide what each needs to do to ensure a sustainable livestock industry and the best level of animal welfare possible. Equally, a recent Government review into regulatory inspection and enforcement ('the Hampton Review') has recommended substantial changes to the current delivery landscape with the aim of reducing the administrative cost of regulation to the minimum consistent with maintaining the UK's excellent regulatory outcomes.

Together, these developments, and any changes to requirements in public and animal health and welfare control brought about by legislation or policy developments suggest that the Agency's role and shape will be subject to change. Over the period covered by this plan the Agency will work with Defra, the Devolved Administrations and others to implement agreed changes to the delivery landscape.

Contact Us

State Veterinary Service

Corporate Centre
Spur 11, Block C
Government Buildings
Whittington Road
Worcester
WR5 2LQ

Telephone: +44 (0)1905 768862 / 768865

Phone line will be open from 0830 to 1700 each day.

Fax: 01905 768851

Website: www.svs.gov.uk

