

Government Decontamination Service

Annual Report and Accounts 2007-08



**Annual Report and Accounts
For the financial year ended 31st March 2008**



**The UK Government Decontamination Service is an Executive Agency of
the Department for Environment Food & Rural Affairs**

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CHIEF EXECUTIVE'S FOREWORD



I have much pleasure in presenting the third Annual Report and Accounts for the Government Decontamination Service (GDS).

I am delighted to report that the agency, as confirmed by independent audit, has met all of its ministerial targets during the period covered by this Annual Report. Additionally decontamination and remediation work following two incidents in 2006-07 was successfully completed during this year. Decontamination is rarely straightforward and timelines can be extended. Managing these incidents and expectations has enabled GDS to develop further our capability to strengthen UK resilience.

GDS worked with Westminster City Council and others to successfully decontaminate and arrange for the safe disposal of radioactive waste from venues across Central London. Our Radiation Specialist Framework Suppliers were engaged by Westminster City Council to carry out this work; additionally, during the response phase of this incident the GDS facilitated the use of Specialist Framework Suppliers to provide additional monitoring resources to support the Health Protection Agency (HPA) activities.

Specialist Framework Suppliers also supported NHS Borders in Scotland and a borough in Northern England, with the monitoring and decontamination of a number of venues, following contamination by Bacillus Anthracis from natural sources. GDS facilitated the decontamination of properties using two different decontaminants from two of our biological suppliers. Clearance for use by the public in each case was obtained via a clearance committee who considered all evidence, the monitoring and sampling results.

Following these incidents and participation in exercises we identified lessons, which we have used, and will continue to use, to improve our own skill sets, our internal processes and methods of working. We have shared these issues with Central Government, where they are of a cross Department nature. Internally, we have reviewed our operational documentation and other arrangements to reflect more defined but also changing requirements.

During the year, although there have been no events of such significance, we have further developed our knowledge of the capacity and capability of the current Specialist Suppliers. GDS has applied this during several minor incidents and to inform the specification for further decontamination skills. The Framework of Specialist Suppliers originally set up in 2005, is being renewed. GDS will have a new framework contractors agreed by the autumn.

Like many organisations GDS see our staff as our most important asset, and caring for staff is a constant consideration. Health and Safety, together with risk assessments remain firmly embedded within our organisation. Health screening for staff was an initiative moved forward during this year and as a result of this, staff have been able to make life style choices that have improved health and well being. Similarly, we regard continuous career and skill development as equally important as job related training and development. As a result of these initiatives and actions, I firmly believe that we have the people and skills, both within the GDS, and on the part of our specialist suppliers, to continue to deliver a value for money service for the UK taxpayer.

Finally, I would like to thank on a personal and corporate basis, the staff in GDS and the specialist suppliers for the work done in 2007-08.

Robert Bettley-Smith FRICS
Chief Executive, Government
Decontamination Service
2 June 2008

MISSION STATEMENT

The UK Government Decontamination Service increases resilience by providing advice and guidance to those responsible for dealing with decontamination following a CBRN or major HazMat¹ incident.

VISION

“The GDS will be a key element of the Government Machinery that will help the country prepare for a CBRN² or significant HazMat incident, and minimise its impact on people, society, the economy and the environment. To ensure the UK has a highly effective decontamination capability.”

This will be achieved by fulfilling three principal functions:

1. GDS will provide high quality advice and guidance to authorities responsible for responding to CBRN and significant HazMat incidents.
2. GDS will work hand in hand with specialist suppliers and advisors to rigorously assess the ability of companies in the private sector to carry out decontamination operations, and to ensure that responsible authorities have ready access to services if the need arises.
3. GDS will be the Government’s eyes and ears on the national capability for the decontamination of buildings, infrastructure, mobile transport assets and the open environment.

The GDS’s work will be underpinned by scientific support and research pursued in concert with Government Departments, responsible authorities, specialist suppliers, research organisations and other nations to improve decontamination technologies and capabilities.

These key functions will allow the Government to collate centrally the expertise available in a coherent and comprehensive manner, which will allow responsible authorities to function more efficiently and to gain the benefit of an element of pre-planning rather than to procure the work independently.

PRINCIPAL OBJECTIVES

- To become an acknowledged and highly respected provider of practical guidance and help, in both the planning and emergency response phases, to those who have to deal with decontamination after CBRN and major HazMat incidents.
- To work with and assist other Government Departments, the emergency services, local authorities and others to increase awareness, particularly in the public sector, of the need for detailed CBRN and major HazMat incident contingency planning.
- To maintain and further develop a framework of specialist suppliers with proven expertise in decontamination through which responsible authorities can draw on their services.

¹ HazMat- an accidental incident involving Hazardous Materials

² CBRN- a terrorist incident involving Chemical, Biological, Radiological or Nuclear substances

- To regularly take part in international, central Government-sponsored, and appropriate local authority-sponsored exercises to test and develop emergency preparations.
- To advise ministers, the Lead and other central Government Departments and Devolved Administrations on the national decontamination capability and steps that might be taken to improve it.
- To ensure that the UK incorporates examples of best practice from around the world wherever appropriate.

MANAGEMENT COMMENTARY

This is the third annual report of the Government Decontamination Service (GDS) since its formation as an Agency on 1 October 2005. The GDS activity supports the planning of the UK's response to terrorist threats and readiness to respond.

Operational Review

The Year in Brief

Building on lessons learned from the London Polonium and the Borders Anthrax incidents, we have reviewed and further enhanced our operating procedures. The year has focused on developing the understanding of the capability and capacity of the Framework of Specialist Suppliers, to enable the Agency to advise Central Government on the level of preparedness. This has included both scientific and operational review of case studies. This work has informed the current procurement exercise, which will establish a new Framework of Specialist Suppliers in October 2008. Furthermore it was used to underpin and increase the GDS relevance to the wider CBRN agenda, continued development in terms of strengthening resources, embedding robust governance arrangements, and engaging with suppliers and stakeholders, both routinely and in operational circumstances.

Operations (including exercises and incidents)

Framework Suppliers have participated in GDS Case Study work designed to test operational responses to various scenarios. They were required to produce a report and present their remediation and decontamination plan to GDS liaison team heads and scientists. The evaluation process has informed Central Government knowledge of the capability and capacity to manage the consequences of a Chemical, Biological or Radiological incident. The Agency has also been working closely with the Office of Government Commerce buying solutions (OGCbs) to take forward the procurement exercise to establish a new Framework of Specialist Suppliers. This work has been informed by the review and evaluation of GDS operational deployments in relation to contamination from hazardous materials which were in excess of local capability. These included a number of incidents involving Anthrax and Polonium 210.

Key Messages

GDS has developed and improved its systems and procedures in planning for decontamination work. Practical experience through exercises and more importantly, actual incidents have identified improvements that can be made. GDS is available to provide informed advice for Stakeholders and others as required, on decontamination of buildings and other infrastructure, transport assets, and the open environment to support remediation after a CBRN or significant HazMat incident, or in preparation for an incident.

Science

Scientists within the Agency have continued to work closely with Centres of Scientific Excellence throughout the UK science base, including a number of universities and government laboratories (e.g. Defence Science and Technology Laboratory (Dstl) and the Health Protection Agency (HPA)).

The team have played a vital role in the scientific evaluation of the Specialist Framework Suppliers during the current procurement exercise by defining the statement of requirements for

decontamination services and assessing the capability of bidders. The information gathered during visits to suppliers will be used as a baseline measure, which will inform future work to improve capability.

GDS have taken on board comments from the Chief Scientific Advisers in Defra and Home Office and participated in an independent review of its use of science in 2007.

The Agency has continued to maintain contact with the Office for Security and Counter-terrorism's Science and Innovation Unit, and through them, with the Ministry of Defence, to avoid duplication of Research and Development projects. GDS has participated in the Home Office CBRN Science and Technology Programme by managing a number of decontamination research and development projects on their behalf. GDS scientists have also acted on behalf of the Home Office as reviewers for bids received in response to its 2008 call for research proposals. GDS has actively supported the Home Office in developing its policy on the Tolerability of Residual Biological Hazards.

GDS has reinstated its Science Advisory Board consisting of representatives from the Government Office for Science, Home Office, Defra, Health Protection Agency, Environment Agency and Department for Transport.

GDS science is working closely with its liaison teams to further develop its evaluation process for decontamination capabilities of framework suppliers using scenarios based upon realistic threats. The outputs from these exercises will be used to define further capability and to inform future procurement and research activity.

Status and Governance

The GDS is an Executive Agency of Defra. It is accountable to Parliament through the Secretary of State for Environment Food and Rural Affairs. Details of the governance arrangements are set out in the Statement on Internal Control (page 27). The Chief Executive chairs the GDS Management Board with representatives attending from the Defra policy sponsor and the Home Office alongside non-executives. Annex 1 sets out the current structure of the governance arrangements for the Agency.

Staff Policies

GDS follows Defra staff and diversity policies for pay and conditions, staff appraisals, flexible working, and travel and subsistence.

Risk

The Agency has created and managed a Risk Strategy and Risk Register which is reported to the Management Board and monitored by the ARC. Risks are reviewed on a monthly basis and mitigating actions are monitored through action owners. The Agency has worked closely with Internal Audit to embed a risk management culture and this is now showing good progress.

Protected Data Related Incidents

The GDS has fully implemented guidance received from the Cabinet Office to manage information risk. All GDS staff are aware that laptops, removable discs, CDs, USB memory sticks need to be encrypted if they are taken, sent or used outside of a secure government building.

No incidents of loss, theft, unauthorised disclosure or insecure disposal of personal information, restricted information or secret information have occurred since GDS became an Agency on 1 October 2005.

GDS have asked Defra Internal Audit to review and validate these procedures early in the next reporting year.

Development

Throughout the year the Agency has worked hard to build on its knowledge of the Specialist Framework Suppliers capacity and capability. We have also reviewed and strengthened our internal processes and made improvements to the Emergency Operations Centre. We have also enhanced our approach to knowledge management within the Agency, reviewing our attitude to information management and establishing policy and procedures to capture the knowledge of key staff within the Agency.

Stakeholders

A stakeholder survey has been carried out during the year and this has shaped the communication strategy. Information from the survey has been used to update the website, target our newsletter and build upon the stakeholder database. Additionally key stakeholders have been engaged through the planning process in development of the new corporate and business plans.

Successes

The Agency has provided advice, guidance and framework support to responsible authorities as part of the recovery from three incidents involving hazardous materials. Following operational deployment, lessons identified have been implemented into the review of the operational documents and Emergency Operations Centre. Case studies have been carried out to test supplier capability, capacity and knowledge. The next round of procurement is successfully underway for contracts to be let from October 2008 to renew the specialist supplier framework.

Trends in Developing the Agency

As a relatively new agency there are still many processes and procedures to bring to maturity. We have made a good start with reports from Internal Audit which recognise what has been achieved and the work still to be done. The resulting lessons identified from operational incidents will give us a good platform to continue our development.

Environmental Performance and Sustainable Operations

GDS is an important part of the UK's drive towards sustainable development as part of the work being done to prevent major disruption to everyday life in the UK and to minimise the impact and duration if it does occur. GDS are contributing to the department strategic objectives of an 'economy and society resilient to environmental risk and adapted to the impacts of climate change'. GDS are committed to integrating this throughout the Agency to put into operation sustainable practices in all our activities and general estate matters.

During 2007-08 GDS has highlighted this commitment with the development of a Sustainable Development Action Plan. This follows the five priorities of Defra's five year strategy as practical, to focus on: Travel, Waste, Water, Energy and Procurement. GDS are contributing towards meeting the Government targets for improving performance on Environmental Management systems, emissions on business travel, water consumption, waste and recycling, energy efficiency and sustainable procurement.

During 2008 GDS will monitor performance against targets, identifying ways of improving and to raise staff awareness of the sustainable operation agenda and ways that they can contribute to its success.

Changes in External Environment

Part of the work of the Agency is to monitor and review the external environment with regard to changing CBRN issues and develop a response to this for the UK. We have been working closely with other Government Departments to build relationships and ways of responding to incidents. We have attended demonstrations by various overseas administrations to learn from their experiences and to participate in both open and closed seminars.

Looking forward to 2008-09 – Challenges and Opportunities

Moving forward GDS will launch the new Framework of Specialist Suppliers in October 2008. We will also publish strategic national guidance covering the decontamination of the built and open environment in conjunction with Defra, and Communities and Local Government. In line with the recommendations of the Capability Review for Defra and Defra's internal Governance of Delivery Review, our corporate governance arrangements have been revised. A member of Defra's Senior Civil Service has taken on the role of 'Corporate Owner' of the GDS. They will be supported by a Strategic Advisory Board and a cross government Customer Board. (This arrangement replaces the GDS Ownership Board which has been closed). The Agency, in consultation with key stakeholders and, based on experience since GDS was formed in 2005, will consider the best approach to the delivery of its services. Additionally, it will look to improve the wider understanding of its relevance to the CBRN agenda; and to further develop as the UK's foremost public service advisory centre on issues relating to the decontamination of buildings and infrastructure following a CBRN or significant HazMat incident.

ACHIEVEMENTS AGAINST KEY PERFORMANCE TARGETS (KPT) 2007-08

Summary

Set out below is a summary of achievements in each of the seven key areas of activity:

1. GDS will provide operational and tactical advice and guidance to Central Government and other appropriate authorities - Met

Key Deliverable:

Provide advice and guidance for end users on decontamination of buildings and other infrastructure, transport assets, and the open environment, following a CBRN and major HazMat incident within agreed timescales and standards.

Polonium 210 - London

Following the death of an individual from Polonium 210 poisoning in London in November 2006 a number of venues were contaminated. GDS Radiation Specialist Framework Suppliers were engaged by Westminster City Council and successfully monitored, decontaminated and arranged for safe disposal of radioactive waste from nine venues across Central London. Additionally, the Specialist Framework Suppliers provided monitoring resources to assist the Health Protection Agency (HPA) during the response phase of the incident.

Anthrax – Scottish Borders

Following a death from anthrax in July 2006 the source and location of the infection was identified. A GDS Specialist Framework Supplier supported NHS Borders in the monitoring and decontamination of a number of venues. A Clearance Committee, chaired by the Procurator Fiscal, decided that the use of Chlorine Dioxide was the preferred method of decontamination. Essential equipment and staffing were transported from the USA to Scotland to carry out this work. The Committee declared the buildings as being fit for handing back to their respective owners, and demonstrated the successful use of Chlorine Dioxide.

Anthrax - Northumberland

Further work was required in Northumberland following investigation into the Scottish case. Another GDS Specialist Framework Supplier completed the decontamination of a domestic property in Northumbria in early October, using Vaporised Hydrogen Peroxide (VHP). The spore test strips were used as an indicator and these were all negative, as were the samples taken and confirmed by HPA. This demonstrated the successful use of VHP in less than perfect conditions.

Outcomes:

- **Successful engagement of GDS Specialist Supplier** - Contracting arrangements generally operated well. Lessons were identified and refinements to contractual and deployment arrangements have been made where more than one supplier has capability to undertake the same work.

- **Successful application of Vaporised Hydrogen Peroxide and Chlorine Dioxide-**
This result confirms that we have two effective methods (Vaporised Hydrogen Peroxide and Chlorine Dioxide) for dealing with incidents involving cases of anthrax.

Key Deliverable:

Review the Agency's operational deployment and documentation within 3 months of lessons identified, and presentation of findings to the Management Board.

A full review of GDS Operational documents is now complete and revised document action has been issued to the GDS Management Board and staff. This review has utilized the lessons identified from the two anthrax and the polonium incidents. Following this work there is a need to develop a new training regime to ensure improved understanding and familiarisation of procedures.

Outcome:

- **Improved GDS incident response** - Revised Operational documents will provide more effective guidance on policy and operating procedures.

**2. GDS will strengthen awareness of its services amongst key stakeholders
-Met**

Key Deliverable:

Agree minimum service levels with each Devolved Administration and for any Crown Dependent Territory where this is agreed as necessary, by the end of March 2008.

GDS has been working with key stakeholders to strengthen awareness of the services offered. Progress has been made in a number of areas. A Memorandum of Understanding (MoU) was signed with the Isle of Man on 21 June 2007. MOUs with the Scottish Environmental Protection Agency and Scottish Local Authorities have been agreed and signed off, the former in January 2008 and the latter in March 2008. A MoU with Wales is a medium term aspiration following the restructuring of the Welsh Local Resilience Forums. A MoU with Northern Ireland is a medium term aspiration, subject to their internal priorities. Contact has been re-established with the Channel Islands, although there is no request for a Service Level Agreement (SLA) or MoU.

Outcome:

- **Improved GDS reputation** - GDS is better placed to manage expectations, having established a number of MoUs.

Key Deliverable:

Provide a decontamination module for the Emergency Planning College CBRN Training Courses.

The Emergency Planning College provides CBRN training to participants from a number of sectors including Emergency Planning Officers and Police Officers. GDS has developed and delivered a training module to participants on CBRN 1 and 2 and Multi Agency Nuclear Emergency Response (Scotland) Emergency Planning College courses.

Outcome:

- **Improved levels of awareness of GDS within the Emergency Planning community** - Provision of training at such courses provides GDS with direct access to Emergency Planning Officers and members of the Emergency Services.

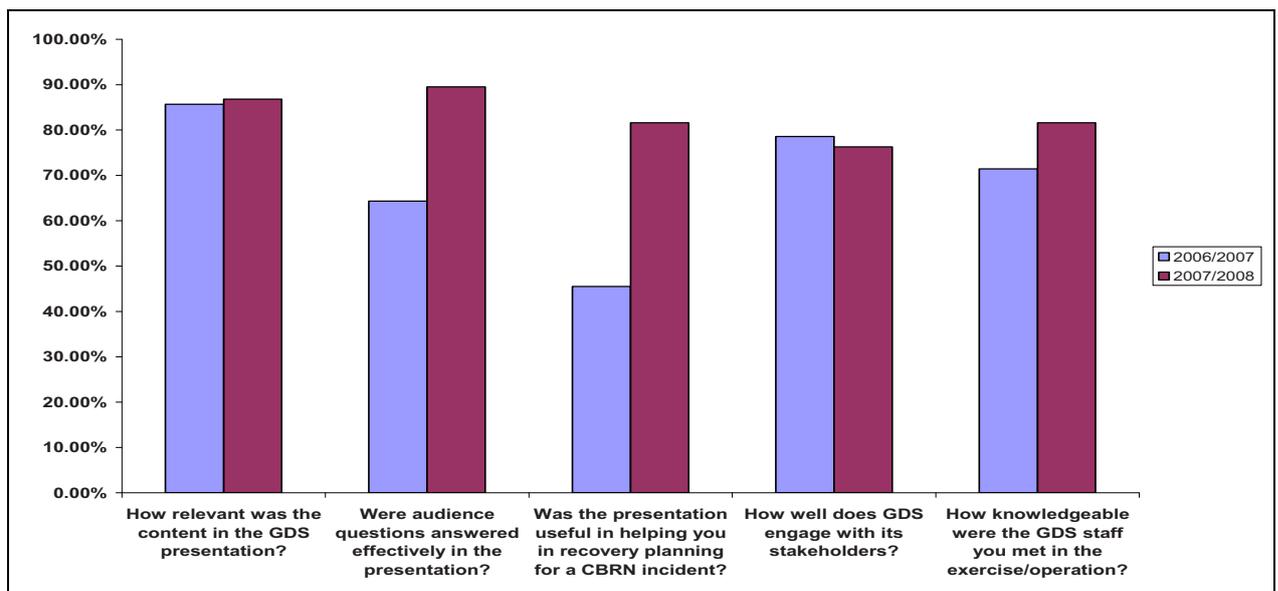
Key Deliverable:

Develop training and promotional material detailing GDS services and the need for detailed CBRN and major HazMat incident contingency planning by the end of March 2008.

GDS has enhanced its communication strategy in a number of areas. A newsletter has been developed and four editions have been published. A promotional article was published in the Emergency Services Times and on the CBRN News website. A review of the GDS website commenced with a refresh of the frequently asked questions. GDS has produced information sheets for inclusion in site specific plans and helped a number of organisations to improve contingency planning.

Outcome:

- **Improved levels of awareness of GDS with Stakeholders** - This is reflected in the Stakeholder Survey. The results are produced in the graph below which were used to evaluate our responses to GDS presentations at Regional Resilience Forums, involvement in exercises and at new incidents.



Key Deliverable:

Deliver presentations to at least 4 Regional Forums or other appropriate forums on GDS services and those of the suppliers.

We recognise the importance of sharing knowledge about the services we offer and the learning obtained from operational experience. At an international level, GDS observed at the US Homeland Security based TOPOFF 4 exercise along with colleagues from the Foreign and Commonwealth Office (FCO). GDS also presented at the AUSCANUKUS³ Consequence Management Group.

At the national level,

- GDS played a key role in the National Recovery Working Group (NWRG) project, producing decontamination related guidance and identifying national capability gaps.
- There have been discussions with the FCO regarding strengthening GDS links with Crown Dependent Territories, overseas territories and UK missions.
- GDS attends the Nuclear Emergency Planning Liaison Group meetings.
- GDS delivered presentations at CBRN 2007, HazMat 2007 and the Emergency Services Show, where we also had a trade stand.
- GDS has also engaged with and delivered presentations to the Local Government Association.

At regional level,

- we have continued to build effective relationships with stakeholders and other agencies through attendance at various forums.
- GDS attended the inaugural meeting of the Regional CBRN Chairs and was voted on as full time attendees.
- Key meetings have included the NWRG stakeholder consultation events throughout the UK.

Outcome:

- **Improved awareness of GDS and remediation related issues** - Through involvement in international, national and regional network groups GDS has sought to raise the lessons identified from its experiences in recent incidents.

3. The GDS will maintain a Framework of Specialist Suppliers - Met**Key Deliverable:**

Maintain regular contact with each supplier on the GDS framework, including (unless concluded otherwise as being more appropriate) at least two meetings within the reporting year.

³ AUSCANUKUS- an acronym used to describe the consequence management group between Australia Canada, United Kingdom and the United States

We have conducted at least two meetings with each supplier on the GDS Framework, and have continued to develop our knowledge of specialist supplier capability. These visits have included a review of supplier capability by GDS Science.

In addition, GDS has completed a visit to a nuclear power decommissioning site in Wales to gain knowledge of a radiological supplier's decontamination and remediation experience. GDS visited a large site at Quedgely, to observe two contractors involved in remediation of a site contaminated with radiation. We also completed a visit to a land remediation site in Kent to gain knowledge of specialist equipment used by a chemical supplier to treat contaminated soil and rubble. This follows on from a presentation by a representative from Australian Nuclear Science and Technology Organisation (ANSTO) on their decontamination of the atomic testing site at Maralinga, Australia. At the invitation of a Specialist Supplier, GDS observed their decontamination of a major hospital complex in California. This provided valuable knowledge of capability and capacity. A visit to the BNFL site at Sellafield, included discussions on sampling and monitoring capabilities.

A programme of visits has been undertaken to each of the Specialist Framework Suppliers to inform the evaluation of their capacity and capability.

Outcome:

- **Improved GDS knowledge of Specialist Supplier capability** - Site visits have provided opportunities to learn more about existing supplier expertise and prompted questions on alternative applications relevant to a potential CBRN incident.
- **A more robust knowledge of supplier capability**

Key Deliverable:

Undertake a gap analysis on the current Specialist Supplier Framework based against the requirements arising from the national risk assessment process, by August 2008.

A review of the latest version of the national risk assessment was conducted against specialist framework supplier capability and capacity and a matrix developed. This information was utilised to inform the next procurement round.

Outcome:

- **A more robust knowledge of supplier capability against risks** - The work was used to inform the GDS Science Advisory Board and GDS' understanding of its framework capability. It has directly influenced the revised approach to exercises within the Agency.

Key Deliverable:

Work with Office of Government Commerce buying solutions to procure additional Specialist Supplier services as identified by the capability review, and gap analysis. Work to commence by the end of November 2007.

GDS provides its services through a Framework of specialist suppliers. The Framework is owned by the Office of Government Commerce Buying Solutions (OGCb.s), but managed by GDS.

We have worked with OGCB.s. to agree milestones for the next round of procurement and have identified the GDS project team to take this work forward.

Following the receipt of questionnaires, when the response deadline closed on 4th January 2008, the pre-qualification questionnaire process started. A business, financial, technical and scientific first assessment has taken place. This will be followed by a competitive dialogue process. Invitations to tender will be issued once this stage has been completed.

Key Deliverable:

Further develop a database of Specialist Supplier capacity and capability within the framework by end October 2007.

From work carried out on the gap analysis a database of specialist supplier capacity and capability was developed by October 2007, to inform the procurement round.

Outcome:

- **Project Plan – a robust and informed approach to the design of the procurement process has been undertaken.** An agreed project plan between OGC and GDS is in place and on course to deliver a new framework by Autumn 2008.

4. GDS will utilise exercises to assess the capacity and capability of specialist framework suppliers - Met

Key Deliverable:

GDS will refine its exercise participation criteria to make best use of available GDS resources by no later than November 2007.

To enable GDS to make best use of the available resources we have developed an Exercise Manual which supports decision making in relation to exercise participation. Involvement in an exercise is assessed against a number of criteria and the output used to inform a final discussion.

Key Deliverable:

GDS will refine its supplier exercise process in line with the requirements arising from the national risk assessment process, no later than November 2007.

The refining of the supplier exercise process ensures that exercises are aligned with current priority areas. The revised process has been implemented when considering participation in Exercise Street Wise and Exercise Silent Endeavour.

Outcome:

Better structured and informed exercises – Suppliers have a better idea of what is expected and GDS can assess responses better.

Key Deliverable:

GDS will evaluate five suppliers' capability by the end of March 2008.

Four radiological case studies were conducted as part of the lessons identified work for Operation Whimbrel – each specialist supplier undertook a study of one of the venues they had decontaminated. Radiological capability evaluation is being further developed in Exercise Street Wise. This focuses on a radiological dispersal device in a town centre. Presentations of case studies were delivered on 27 February 2008. Scientific and technical evaluation is currently being undertaken.

Additionally, work is progressing in the chemical arena, which is the next priority area. Exercise Hydration is a chemical based exercise focused in a football stadium. Presentations of case studies were delivered on 18 February 2008. Scientific and technical evaluation has been undertaken.

Both exercises involve all specialist suppliers from their respective disciplines.

A case study is being developed with London Underground focusing on the decontamination of a Tube Station following a chemical based terrorist incident.

Outcome:

- **GDS will have an improved understanding of supplier capability and capacity and can apply against risk profiles.** This will be used to inform KPT 5 below.

5. GDS will contribute to the Central Government knowledge on the national capability and capacity for the decontamination of buildings, infrastructure, mobile transport assets and open environment -Met

Key Deliverable:

Agree with key stakeholders in Central Government a procedure for the provision of annual updates on known Framework decontamination capability for the built and open environment. In the meantime indicative reports to be provided.

An important aspect of the work of GDS is to share knowledge and learning on matters relating to known Framework decontamination capability for the built and open environment. Internally we have agreed a process for providing updates to GDS Management Board on Framework Capability. The first report was produced for the Management Board on the 7 November 2007. Indicative reports have previously been provided via the appropriate Strategic Board.

Key Deliverable:

Manage projects (currently 7) allocated to GDS within the Home Office Science and Technology Research and Development programme to agreed timescales.

GDS currently manages a number of Home Office Science projects. One project has now been successfully completed, further work having been identified, for which the Home Office have agreed funding. One project has been suspended by the HPA while specification is being re-written. The other five projects are currently on target.

Key Deliverable:

GDS will contribute to developing guidance and other material on decontamination standards.

National Strategic Guidance for the decontamination of buildings is currently under review.

Outcome:

- Central Government knowledge on the national capability and capacity for decontamination of buildings, infrastructure, mobile transport assets and open environment has increased.

6. GDS will develop its staff with both capacity and capability to support the requirements arising from the national risk assessment process -Met

Key Deliverable:

Produce an action plan to take forward key areas identified within the 2007 staff survey and look to evaluate progress with a survey in the first quarter of 2008.

We recognise that the staff within the Agency are its greatest asset. A survey was conducted and following analysis an action plan was developed to take forward key areas. Briefings have been provided to staff at the full team meeting to address areas for improvement. A further survey was conducted in the first quarter of 2008. Progress on improvements were benchmarked against Defra and the Civil Service [where available].

Key Deliverable:

GDS will work towards Investors in People (IiP).

GDS recognises the importance of developing its staff in line with business priorities. We have previously been awarded Investor in People as part of the Defra assessment in 2006. The GDS Management Board provided support in June 2007 for GDS to undergo an IiP Health Check in order to establish its readiness for re-assessment. Following visits to the GDS HQ by the assessor in July and September (to meet the CEO), a report was produced. This indicated that GDS met 32 of the 39 evidence requirements. The GDS Senior management Team reviewed the report

and collectively agreed to take forward the areas for improvement, particularly in relation to leadership and performance management. Work has also been taken forward to improve the evaluation of training within the Agency.

Key Deliverable:

GDS will develop a plan for knowledge management and succession planning by the end of September 2007.

The current succession planning policy for the Agency is, in part, based on staff joining on secondment from other Agencies which are considered relevant to our business. To ensure we maximise the learning from such secondments we have developed a knowledge management process. Procedures for knowledge management have been developed, agreed and reviewed by internal audit who considered them adequate.

Outcome:

- **Improved retention and sharing of experience** - The development of a formal system for identifying and capturing knowledge will provide a structure to help ensure that valuable information is not lost when people leave GDS.

Key Deliverable:

GDS will continue to build on working relationships with UK and overseas Centres of Excellence for advice on CBRN hazards and their decontamination as appropriate.

GDS engages with stakeholders throughout the UK and Internationally to share knowledge and experience. We have attended a US led workshop in Seattle looking at the decontamination techniques and possible remediation processes following the deliberate release of a biological agent in an urban environment. GDS also participated in the AUSCANUKUS Consequence Management Group, hosted a visit from Emergency Management Australia (EMA), and attended the CBRN Research Technological Institute (CRTI) summer symposium and the 9th Symposium on Protection against Chemical and Biological Warfare Agents.

At the US Environment Protection Agency (USEPA) annual decontamination conference, GDS gave a presentation on the polonium incident and on the anthrax incident in conjunction with NHS Borders and also attended a G8 meeting concerning decontamination.

Outcome:

- **Increased knowledge of decontamination methods** - GDS has gained valuable information of the latest thinking on methods of decontamination and has also gained access to opportunities for further participation.

7. Build upon Corporate Governance in line with revised Treasury Audit Committee Handbook and the National Audit Office and Internal Audit recommendations - Met

Key Deliverable:

GDS will build on key control systems in line with Audit recommendations, negotiating as necessary to ensure they are fit for purpose , and will continue to embed risk management culture into the organisation by the end of March 2008.

GDS has taken forward all actions to which it agreed in the 2007 key control testing as well as on the NAO's year end recommendations. A further audit took place in January 2008. GDS has produced Interim Audit Accounts to timetable and has produced the year end accounts to timetable. Work has continued to embed risk management, with discussions at Management Board on the subjects of both risk appetite and risk tolerance. Operational and corporate risks are reviewed on a regular basis and updates provided to the Management Board, Audit and Risk Committee. The Audit and Risk Committee and Management Board have undertaken self-assessments of their performance.

Allocation of costs to Key Performance Targets

KPT	Description	Costs allocated on time and direct project costs £'000	Percentage
1	Operational and Tactical Advice	376	19.0
2	Awareness of Key Stakeholders	217	11.0
3	Evaluation of Specialist Suppliers Framework	296	15.0
4	Exercise the capacity and capability of suppliers	246	12.4
5	Contribute to Central Government knowledge	532	26.9
6	Develop staff	116	5.8
7	Corporate Governance	196	9.9
		1,979	100.0

FINANCIAL REVIEW

Financial Performance

GDS is funded through the Defra Estimate and contributions from other Government Departments and Devolved Administrations. It is regarded as being a front line operation and expenditure is considered as programme costs. Expenditure and budget performance is reported to Defra on a monthly basis. Total expenditure for the year to 31 March 2008 is £1,979,000 (2006-07 £2,204,000) with the bulk being for salaries at £1,212,000 (2006-07 £1,143,000). There was a considerable saving against the original projected budget mainly on the expenditure against the specialist suppliers.

Financial Review Statement

As stated above, the main expenditure was on staff costs £1,212,000 and this will continue to be one of the most significant areas of expenditure. Staff costs rose as the agency increased its staff numbers in line with the budgeted level and as pay levels rose in the year. The cost of maintaining and developing the supplier capabilities was £171,000 compared to £409,000 for the previous year. All the Specialist Suppliers have regular liaison visits but uncertainty over the budget allocated by Defra curtailed case study and exercise activity in the early part of the year. Two major case studies were carried out towards the end of the year and results from these are now being evaluated. Other costs include travel and subsistence expenses of £176,000 compared to the £228,000 in the prior year. In line with sustainable matters travel was looked at critically and more use of video and audio conferencing was made. Defra continued to support our activities by providing central HR, accounting and other services for which a notional charge of £89,000 was made. We made good use of internal audit provided through Defra and a charge of £20,000 was made for this. In the year we made capital purchases amounting to £14,000 for enhancements to the switchboard and secure communications equipment. There is no significant capital expenditure planned for the future.

Pensions

Pension benefits are provided through the Civil Service pension arrangements. From 1 October 2002, civil servants may be in one of three statutory bases 'final salary' defined benefit schemes (classic, premium and classic plus). A full explanation is included in the Remuneration Report.

Supplier Payment

GDS expects to pay all suppliers within 30 days of receipt of invoice in accordance with government guidelines. Pay performance for this year was 92% (previously 94%). As the volume of invoices for GDS is low a delay in processing a very small number of invoices can affect this performance however we will look to improve this next year. The Defra Shared Service Organisation administers payments to suppliers on behalf of the Agency.

Auditors

The Agency's auditor, appointed by statute, is the Comptroller and Auditor General. A notional audit fee of £30,000 has been agreed for 2007-08 (£36,000 for 2006-07). There have been no payments for non-audit work.

Accounting Officer's Audit Disclosure Statement

So far as the Accounting Officer is aware, there is no relevant audit information of which the GDS auditors are not aware.

The Accounting Officer has taken all the steps that he ought to have taken to make himself aware of any relevant audit information and to establish that the GDS auditors are aware of that information.

REMUNERATION REPORT

Remuneration Policy

The remuneration of Senior Civil Servants is set by the Prime Minister following independent advice from the Review Body on senior salaries.

The Review Body also advises the Prime Minister from time to time on the pay and pensions of Members of Parliament and their allowances; on Peers' allowances; and on the pay, pensions and allowances of Ministers and others whose pay is determined by the Ministerial and Other Salaries Act 1975.

In reaching its recommendations, the Review Body has regard to the following considerations:

- The need to recruit, retain and motivate suitably able and qualified people to exercise their different responsibilities;
- Regional/local variations in labour markets and their effects on the recruitment and retention of staff;
- Government policies for improving the public services including the requirement on departments to meet the targets for the delivery of departmental services;
- The funds available to departments as set out in the Government's departmental expenditure limits;
- The Government's inflation target.

The Review Body takes account of the evidence it received about wider economic considerations and the affordability of its recommendations.

Further information about the work of the Review Body can be found at www.ome.uk.com.

Service Contracts

Civil Service appointments are made in accordance with the Civil Service Commissioner's Recruitment Code, which requires appointment to be on merit on the basis of fair and open competition but also includes the circumstances when appointments may otherwise be made.

Further information about the work of the Civil Service Commissioners can be found at www.civilservicecommissioners.gov.uk.

Unless otherwise stated below, the officials covered by this report hold appointments which are open-ended until they reach the normal retiring age of 60. Early termination other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

The Chief Executive, Robert Bettley-Smith, is a permanent Civil Servant and was appointed as Chief Executive designate on the 4 July 2005, and then Chief Executive from the 1 October 2005, on a four year contract, on the launch of the Agency. His total remuneration including non-pensionable performance bonus for the period is shown in the table on page 22. The Chief Executive's remuneration is set according to an employment contract with Defra. The Chief Executive is an ordinary member of the Principal Civil Service Pension Scheme (PCSPS). There are

no other taxable benefits, compensation or redundancy arrangements payable for premature loss of office.

The Deputy Chief Executive is a permanent Civil Servant and was appointed on 1 December 2005. His total remuneration for the period is shown in the table on page 22. The Deputy Chief Executive's remuneration is set according to an employment contract with Defra. The Deputy Chief Executive is an ordinary member of the Principal Civil Service Pension Scheme (PCSPS). There are no other taxable benefits, compensation or redundancy arrangements payable for premature loss of office.

Members of the Ownership Board are from the following Government Departments:

- Defra
- Home Office
- Communities and Local Government
- Department of Trade and Industry
- Department for Transport
- Department of Health
- HM Treasury
- Ministry of Defence
- Cabinet Office
- Scottish Executive
- Northern Ireland Office
- Welsh Assembly Government

Each of these Government Departments bears the costs of their representatives. In addition, the Ownership Board includes three non-executive members. The cost of these non-executive members is borne by core Defra.

The salaries and pension information relating to the Management Board is summarised in the table on page 22.

In addition to Mr Bryan Dennis who was appointed on 1 January 2006, the other non-executive members of the Management Board are Mr Alan Doig CBE and Mrs Margaret May FCMA, both appointed in 2006. Fees for their services to GDS in 2007-08 were Mr Dennis £6,000, Mr Doig £3,300 (paid to Staffordshire Fire and Rescue Services) and Mrs May £5,400. Fees for their services to GDS in 2006-07 were Mr Dennis £7,200, Mr Doig £1,800 (paid to Staffordshire Fire and Rescue Services) and Mrs May £4,500. Mr Dennis is also a non-executive member of the GDS Ownership Board.

Management Remuneration and Pension Disclosure (audited)

2007-08	1. Salary (as defined below) (£000)	2. Prior year salary (as defined below) (£000)	3. Real increase in pension and related lump sum at age 60 (£000)	4. Total accrued pension at age 60 and related lump sum (£000)	5. CETV at 31 March 2008 (£000)	6. CETV at 31 March 2007 (£000)	7. Real increase in CETV after adjustments for inflation and changes in market investment factors (£000)	8. Benefit in Kind 2007-08 (£000)
Mr R Bettley-Smith Chief Executive Officer	80-85	70-75	2.5-5	105-107.5	579	488	91	0 (prior year nil)
Mr N Wilson Deputy Chief Executive Officer	55-60	55-60	0-2.5	27.5-30	237	198	39	0 (prior year 8)
Mr D Hewlett Head of Science	45-50	45-50	0-2.5	25-27.5	135	108	27	0 (prior year 1)
Mr S Thomas Head of Corporate Strategy	45-50	50-55	2.5-5	57.5-60	225	179	46	0 (prior year nil)
Mr S Varley Liaison Team 3 Representative	50-55	50-55	0-2.5	57.5-60	297	258	39	0 (prior year nil)

Salaries include gross salaries, reserved rights to London weighting or London allowances, recruitment and retention allowances and Chief Executive's performance bonus. Benefits in kind relate to relocation expenses.

Pension benefits are provided through the Civil Service Pension arrangements. Civil Servants may be in one of the three statutory based "final salary" defined benefit schemes (Classic, Premium and Classic Plus). The schemes are unfunded with the cost of benefits met by monies voted by Parliament each year. New employees may choose between membership of Premium or a partnership pension account. There were no members with a stakeholder pension account.

Employee contributions are set at the rate of 1.5% of pensionable earnings for Classic and 3.5% for Premium and Classic Plus. Benefits in Classic accrue at the rate of 1/80th of pensionable salary for each year of service. In addition, a lump sum equivalent to three years pension is payable on retirement. For Premium, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service, but there is no automatic lump sum on retirement. Classic Plus is essentially a variation of Premium, but with benefits in respect of service prior to 1 October 2002 calculated broadly as per Classic.

The partnership pension account is a stakeholder pension arrangement where the employer pays a basic contribution of between 3% and 12.5% (depending on the age of the member) into a stakeholder pension product chosen by the employee. The employee does not have to contribute but where they do make contributions these will be matched by the employer up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute

a further 0.8% of pensionable salary to cover the cost of centrally provided risk benefit (death in service and ill health retirement).

Further details about the Civil Service Arrangements can be found on the internet www.civilservice-pensions.gov.uk.

On death, pensions are payable to the surviving spouse at a rate of half the member's pension. On death in service, the scheme pays a lump sum benefit of twice pensionable pay and also provides a service enhancement on computing the spouse's pension. The enhancement depends on length of service and cannot exceed 10 years. Medical retirement is possible in the event of serious ill-health. In this case, pensions are brought into payment immediately without actuarial reduction and with service enhanced as for widow(er) pensions.

Columns 5 and 6 of the table on the previous page shows the member's Cash Equivalent Transfer Value (CETV) accrued at the end of the reporting period and twelve months prior to this date. Column 7 reflects the increase in CETV effectively funded by the employer. It takes account of the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of period.

A CETV is the actuarially assessed capitalised value of the pension scheme accrued by a member at a particular point in time. The benefits valued are the members' accrued benefits and any contingent spouses pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The CETV figures, and other pension details also include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service scheme and for which the Scheme has received a transfer payment commensurate to the additional pension liabilities being assumed. They also include any additional benefit accrued to the member as a result of their purchasing additional years of pension service in the scheme at their own cost. CETV's are calculated within guidelines and framework prescribed by the Institute and Faculty of Actuaries.

A full actuarial valuation was carried out at 31 March 2007. Details can be found in the Civil Service pensions website.

Summary and Explanation of the Remuneration Policy and Methods used by GDS to assess Performance

The Government Decontamination Service is a small Agency. In order to concentrate its resources on delivery of its main functions and to ensure efficiency, a conscious decision has been taken to keep the number of support staff to the lowest practicable level. The Agency has therefore elected to adopt Defra terms and conditions, standards, systems, practices and procedures wherever possible. The remuneration of the Agency's Chief Executive is determined by Defra's Remuneration Committee, membership of which is detailed in Defra's Annual Report.

With reference to the remuneration of its staff, the Agency uses the same pay scales and allowances as those used within Defra. Before recruiting staff below Chief Executive level, job descriptions were drawn up for each post within the Agency's structure and sent to Defra's Job Evaluation team to obtain their confirmation that the grading of the posts was appropriate.

GDS believes that those of its staff who consistently produce good quality results should be both recognised and rewarded. Again, we have elected to adopt the same approach for the payment of in-year and annual bonuses as are used by our parent Department. Defra's Senior Civil Servant (SCS) Pay Strategy sets out the circumstances which govern the basis for line managers making pay recommendations, based on Cabinet Office guidance. The SCS Pay Committee chaired by the Permanent Secretary takes the final decisions on relative assessments of staff performance; the Defra Human Resources team carries out the calculations to make individual payments based on a matrix.

Individual performance for the majority in the SCS is assessed relative to all others in their peer group; consolidated pay awards and unconsolidated bonuses are calculated entirely on the basis of their achievements. Each consolidated award is different depending on their position on the pay range and their level of performance.

Performance management is a vital ingredient in the successful delivery of the Agency's priorities. The Agency has also decided to use the Defra procedures to assess performance for staff below SCS level. Shortly after their recruitment (and on an annual basis thereafter), staff and their line manager agree personal objectives underpinning the corporate objectives stated in the Agency's Business Plan.

Performance is regularly reviewed by each staff member together with their line manager throughout the year and honest feedback is provided to enable staff to know how well they are performing and to identify skills gaps and development requirements that need to be met. These skills gaps are then provided on a prioritised basis.

Below SCS level, Defra operates a High Performance Bonus Scheme, the key elements of which are annual bonuses (payable to the top 10% of staff for outstanding performance during the year) and in-year bonuses (payable to permanent and casual staff) in recognition of outstanding work or achievement of goals within a more limited period. Awards may be paid to individuals or teams and may not normally exceed £750 per individual, whether or not as part of a team.

Summary and Explanation of Policy on Duration of Contracts, Notice Periods and Termination Payments.

The contract for the Chief Executive conforms to standard Senior Civil Service contracts as determined by the Cabinet Office. The Chief Executive has to give three months notice on resignation; on dismissal for inefficiency the Department would have to give 5 weeks for less than 4 years service, for 4 years and over, 1 week plus one week for every year of continuous service up to a maximum of 13 weeks, or if terminated compulsorily 6 months notice. The Civil Service Compensation Scheme would apply in the case of redundancy/early departure/severance.

The majority of staff below SCS level working for the GDS Agency are on permanent contracts that include standard Civil Service terms. Under their terms and conditions, if their employment is terminated before the end of four weeks service, they will be given a period of notice appropriate to the circumstances. This will not exceed five weeks and will not be less than two weeks. Permanent staff with at least four weeks continuous service but less than four years service will receive five weeks notice.

Staff with four or more years continuous service will receive a minimum notice period not less than one week for each year of continuous employment plus one week up to a maximum of 13 weeks.

Other than in misconduct cases if the minimum period of notice cannot be given staff will receive pay instead of the outstanding period.

One member of the GDS Management Board is currently seconded to GDS from the Maritime and Coastguard Agency. His terms and conditions are also based on standard Civil Service terms.

Robert Bettley-Smith FRICS
Chief Executive, Government Decontamination Service
2 June 2008

STATEMENT OF AGENCY'S AND CHIEF EXECUTIVE'S RESPONSIBILITIES

Under the Government Resources and Accounts Act 2000 the Treasury has directed the Government Decontamination Service to prepare for each financial year a statement of accounts in the form and on the basis set out in the Accounts Direction. The accounts are prepared on an accruals basis and must give a true and fair view of the Agency's state of affairs at the year end and of its income and expenditure, recognised gains and losses and cash flows for the financial year.

In preparing the accounts the Accounting Officer is required to comply with the requirements in the Government Financial Reporting Manual (FReM), and in particular to:

- Observe the accounts direction issued by the Treasury, including the relevant accounting and disclosure requirements, and apply suitable accounting policies on a consistent basis.
- Make judgements and estimates on a reasonable basis.
- State whether applicable accounting standards as set out in the FReM have been followed, and disclose and explain any material departures in the financial statements.
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume the Agency will continue in operation.

The Accounting Officer for Defra has designated the Chief Executive of the Government Decontamination Service as the Accounting Officer for the Agency. His relevant responsibilities as Accounting Officer, including his responsibility for the propriety and regularity of the public finances and for keeping of proper records and for safeguarding the Agency's assets, are set out in the Accounting Officers Memorandum, issued by the Treasury and published in "Managing Public Money".

STATEMENT ON INTERNAL CONTROL

Scope of Responsibility

As Accounting Officer for the Agency, I have responsibility for maintaining a sound system of internal control. This supports the achievement of the GDS' aims and objectives, whilst safeguarding the public funds and Agency assets for which I am personally responsible, in accordance with the responsibilities assigned to me and set out in HM Treasury's Managing Public Money.

GDS delivers its aims and objectives as agreed with the Secretary of State, and the Agency's cross departmental Ministerial Board, and within delegations from Defra. These delegations are described in the Accounting Officer letter, Framework Document and other documents as applicable. This statement contributes to the assurances in Defra's statement on internal control. Line management is through the Director of Defra's Domestic Climate Change Directorate who is responsible to the chair of the Ownership Board.

The Purpose of the Statement on Internal Control

The system of internal control is designed to manage risk at a reasonable level, rather than to eliminate all risk of failure to achieve the Agency's aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The development of the system of internal control is an ongoing process, designed to identify and prioritise the risks to the achievement of our aims and objectives, to evaluate the likelihood of those risks being realised and to manage them efficiently, effectively and economically. The system of internal control has been developed in accordance with HM Treasury guidance and with the oversight of the Ownership Board.

The Risk & Control Framework

GDS has adopted the following governance and control mechanisms:

Governance

Ministerial Board

This board is chaired by the Secretary of State for Environment Food and Rural Affairs and has as its members representatives from the Service's main sponsor departments. These are in addition to Defra, the Home Office, Communities and Local Government and the devolved assemblies of Scotland and Northern Ireland. The Ministerial Board will only meet when the Chair, acting on the advice from the Corporate Owner, the GDS Chief Executive, or other Board Members, deems it necessary.

Ownership Board

The Ministerial Board has reporting to it an Ownership Board chaired by the Director General Climate Change Group, Defra and with representatives from the other Government Departments as represented on the Ministerial Board plus representatives from Cabinet Office, Department of Health, Ministry of Defence, HM Treasury, Department for Business, Enterprise & Regulatory Reform, Department for Transport, Welsh Assembly Government and the other devolved

administrations. The Ownership Board also includes three non-executive members. The Ownership Board met on a quarterly basis and received updates as required in the interim.

During 2007-08 governance arrangements were agreed through the Ownership Board and implemented at the end of the year. Corporate responsibility for GDS transferred to the Director of Domestic Climate Change, Defra (referred to as the Corporate Owner) and the Ownership Board being closed. For 2008-09 the Corporate Owner will be supported by a small Strategic Advisory Board. Membership will include the Home Office, Communities and Local Government (CLG), GDS Chief Executive and two non-executive members. The Home Office CBRN Strategy Board will act as a customer board for the GDS and provide strategic direction and policy advice from across government departments and the devolved administrations.

GDS Review

In July 2007 the Chief Scientists of Defra and the Home Office sponsored an independent Science Review of GDS. This review reported in September and made recommendations to improve and strengthen the science support for decontamination, an area that GDS management had identified for development as part of the Business Plan. In addition the review commented on the remit and raised the need to solve some issues outside the current scope of the GDS. The Ownership Board agreed that further work was needed in this area.

A review covering the roles and responsibilities and organisational governance of GDS was instigated by Defra in November 2007. This review reported to the Ownership Board in March 2008. It recommended that the remit was revised, as it lacked clarity and was too broad (given the resources available). The Ownership Board gave a steer as to the strategic revisions needed to the remit and asked that detail be developed. The Board also decided that once the remit had been agreed, the issue of departmental location could be addressed with a view to determining 'best fit'. The new Strategic Advisory Board is taking the recommendations forward and will consider the revised remit and options for change at its first meeting in early June 2008.

Management Board

I, as CEO, chair the Management Board which reviews the strategic risks to the delivery of our aims and objectives and the progress against the Service's business plan. The Management Board is responsible for ensuring effective performance, risk management and control. The Board comprises the CEO, Deputy CEO, the Head of Corporate Strategy, the Head of Science and one of the Liaison Team Heads plus three non-executive members. These are Bryan Dennis, who chairs the Audit and Risk Committee (appointed in January 2006), Alan Doig, recently the Chief Fire Officer/Chief Executive Stafford Fire and Rescue Service (appointed in April 2006), and Margaret May, FCMA (appointed in July 2006). In addition there are representatives from our policy sponsor in Defra and our major stakeholder, the Home Office.

The Board met eight times during the year to consider the strategic approach to the work of the Agency through the Business Plan and discuss the resources and activities in the year.

The board reviewed its performance and will seek to implement changes as a result of this exercise.

Audit and Risk Committee

The Audit and Risk Committee (ARC) comprised of the three non-executive members of the Management Board is constituted in accordance with latest Treasury guidance. In addition invited attendance is extended to representatives from Defra, GDS senior management, internal and

external audit. The Chair also reported to the Ownership Board on a regular basis. The ARC met four times during the year. Its activities included:

- Endorsing the accounts and Statement of Internal Control for the Annual Report;
- Approving the risk management strategy;
- Overseeing the development of risk management in the Agency;
- Receiving regular reports from management including highlighting any emerging risks and reporting on the strategic risk register activity;
- Reviewing progress to develop budgetary control and financial reporting procedures;
- Considering the audit arrangements (internal and external). It receives reports from Internal Audit (a bought in service from Defra), and the audit reports from the NAO and discusses any identified weaknesses;
- Continuing to develop a strategic oversight and challenge process;
- Reviewing the performance, membership and activities of the ARC in accordance with Treasury guidance – and subsequently implementing improvements.

Science and Technology Group

GDS has reinstated its Science Advisory Board. The Board's role is to provide independent scientific advice and peer review of GDS' science based activities and comprises scientists from across Whitehall. The Group is chaired by the Government Office for Science and has representatives from the Health Protection Agency, Defence Science and Technology Laboratories, Home Office, Defra, Environment Agency, Centre for the Protection of National Infrastructure, Communities and Local Government, Central Science Laboratory and the Department for Transport. A small sub-group of scientists drawn from group members is helping GDS evaluate the technical and scientific capabilities of bidders to the GDS' current procurement exercise for specialist decontamination contractors.

Once the procurement exercise is complete, it is anticipated that the Board will provide essential peer-review of GDS' technical development programme including overview of research activities and the benchmarking of existing capabilities.

Financial Control

Authority for the financial control of the Agency has been delegated to me by the Accounting Officer for Defra. I have delegated day to day control to the Deputy Chief Executive and Finance Director, a qualified accountant. Further delegation is agreed by me and published in delegation tables. Budgets and forecasts are well understood with close consultation with the heads of the business areas. The Management Board formally reviewed budgets against spend together with revised forecasts presented from time to time and adjusted priorities in line with delivery targets. Work was started on the analysis of time against key performance areas. We are reliant on the accounting systems and transaction services of the Defra Shared Services Organisation, a newly created body that incorporates part of the previous core Defra Accounting, HR and other services.

Strategy and Planning

The GDS strategy is based on the requirements of the Framework Document published in July 2005 and the three year Corporate Plan agreed with the Ownership Board and Ministers. An Annual Business Plan is also agreed by Ministers and monitored by the Board. This Plan includes the Vision, Mission and Objectives for the Agency. The Business Plan focuses on the main areas of the business: the specialist suppliers, building and using technical knowledge, the operational

needs, our people, our customers or stakeholders, effective financial planning together with management and control. The key performance targets are included and linked to objectives (see pages 8-17) as reported in this Annual Report and Accounts.

The Business Plan and the targets contained within that document are underpinned by a risk assessment and mitigation action for those risks. The risks are considered by the Management Board and reported to the Ownership Board and in future the Corporate Owner. This work has been developed as the Agency builds its knowledge and expertise in this area.

Preparation for the 2008-09 Business Plan and three year forward look included a strategic planning event to validate and pull together the strategic objectives of our cross government sponsors. This was based on the principles of the European Foundation for Quality Management framework to provide focus and areas for measurement. The final 2008-09 plan will be published once the remit of the GDS has been agreed by the Ministerial Board.

Capacity to Handle Risk

Risk Management

The Management Board has oversight of the risk management process that has been put in place. A risk summary aligned to the GDS objectives is presented with commentary at each meeting. Risk strategy, risk appetite and mitigation are areas that are discussed or are being developed by the Board.

A Business Continuity Plan (BCP) has been produced for the on-going operation of the Agency and this has been adapted for the changing accommodation and business priorities. This document is reviewed and updated to take into account the changing requirements and operating environment for GDS.

Change Management

The Corporate Plan set the strategic staircase for the GDS. and the Business Plan and performance measures were adopted to show progress with this as detailed in this Annual Report and Accounts. During the year we have undertaken exercises with Local Authorities and our specialist suppliers. From the lessons learnt from this and actual incidents we have reviewed our procedures and capability requirements from suppliers. This has informed the requirements for the procurement exercise currently being undertaken to replace the current framework of specialist suppliers. One aspect relating to the responsibility for costs of remediation has been raised at the relevant CBRN level.

Performance Management

The GDS performance against its key performance indicators has been monitored by the Management Board throughout the year. The out-turn was assessed, on behalf of Defra, by Internal Audit and reported to the Defra Board.

Individual performance management agreements and objectives were linked to the agreed Business Plan. The targets set in that plan and for individuals are to be SMART – specific, measurable, achievable, relevant and time-limited. We have surveyed our staff and stakeholders to look at progress and the areas for improvement.

Review of Effectiveness

As Accounting Officer, I have responsibility for reviewing the effectiveness of the system of internal control. My review is informed by the work of the internal auditors and the managers within the Agency and comments from the external auditors made in their management letter and other reports. I have been advised on the implications of the results from my review of the effectiveness of the system of internal control by the Management Board and the Audit and Risk Committee and a plan to address weaknesses and ensure continuous improvement of the system is to be put in place. This plan will be regularly reviewed and updated, as necessary, in agreement with the Management Board and Audit and Risk Committee.

Areas of weakness identified last year have progressed and GDS has signed a framework agreement with the Shared Services Organisation which will give better understanding and control of services. In addition the vires issue reported in last year's Statement on Internal Control was fully explored and the legal basis of GDS agreed with Defra Legal and the NAO.

Internal Audit have completed a programme of audit including Key Controls Testing and I am pleased to note that few weaknesses have been identified. Where there have been issues an action plan will be drawn up to address these in the coming months. Their opinion is that GDS has progressed during the year and controls are fully adequate.

In addition my staff and I participated for a second year in a facilitated workshop to look at governance in the Agency. The workshop considered various assertions on governance and emergency planning which were very similar to the previous year. In general the results showed a similar but improving pattern. The major matters that emerged are included in the significant control issues below.

Significant Internal Control Issues

Internal control issues for the Agency not only encompass our work to meet our business objectives but also issues that may be raised in the Defra statement as it may affect our business operation. The governance arrangements are now in place and I believe are working well. There are still areas to address as stated below.

- The testing and assurance of the capability and capacity of specialist framework suppliers under field conditions needs to be explored and safe methods developed if appropriate;
- The lack of understanding of the role and remit of the Ownership Board was highlighted and this will be addressed with the development of the new Strategic Advisory Board that will come into force in 2008-09;
- A risk is identified that there may be a gap between the degree of contamination risk that Ministers are prepared to take and the capability and capacity of GDS and the Specialist Framework Suppliers to deal with such emergencies. This risk appetite needs to be explored further and the revised remit following the GDS Review may address this issue.

Robert Bettley-Smith FRICS
Chief Executive, Government Decontamination Service
2 June 2008

Government Decontamination Service

THE CERTIFICATE AND REPORT OF THE COMPTROLLER AND AUDITOR GENERAL TO THE HOUSE OF COMMONS

I certify that I have audited the financial statements of the Government Decontamination Service for the year ended 31 March 2008 under the Government Resources and Accounts Act 2000. These comprise the Operating Cost Statement, the Balance Sheet, the Cash Flow Statement and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Agency, the Chief Executive and auditor

The Agency and Chief Executive, as Accounting Officer, are responsible for preparing the Annual Report, which includes the Remuneration Report, and the financial statements in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions made thereunder and for ensuring the regularity of financial transactions. These responsibilities are set out in the Statement of Accounting Officer's Responsibilities.

My responsibility is to audit the financial statements and the part of the Remuneration Report to be audited in accordance with relevant legal and regulatory requirements, and with International Standards on Auditing (UK and Ireland).

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000. I report to you whether, in my opinion, the information, which comprises the management commentary, included in the Annual Report, is consistent with the financial statements. I also report whether in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

In addition, I report to you if the Agency has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by HM Treasury regarding remuneration and other transactions is not disclosed.

I review whether the Statement on Internal Control reflects the Agency's compliance with HM Treasury's guidance, and I report if it does not. I am not required to consider whether this statement covers all risks and controls, or to form an opinion on the effectiveness of the Agency's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. This other information comprises the Chief Executive's Foreword, Mission Statement Vision and Objectives and the unaudited part of the Remuneration Report. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

Basis of audit opinions

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of

evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgments made by the Agency and Chief Executive in the preparation of the financial statements, and of whether the accounting policies are most appropriate to the Agency's circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud or error, and that in all material respects the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

Opinions

In my opinion:

- the financial statements give a true and fair view, in accordance with the Government Resources and Accounts Act 2000 and directions made thereunder by HM Treasury, of the state of the Agency's affairs as at 31 March 2008, and of the net operating cost, recognised gains and losses and cash flows for the year then ended;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000; and
- information, which comprises the management commentary, included within the Annual Report, is consistent with the financial statements.

Opinion on Regularity

- In my opinion, in all material respects, the expenditure and income have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

Report

I have no observations to make on these financial statements.

T J Burr
Comptroller and Auditor General
National Audit Office
151 Buckingham Palace Road
Victoria
London
SW1W 9SS
10 June 2008

GOVERNMENT DECONTAMINATION SERVICE 2007-2008 ACCOUNTS

Operating Cost Statement for the year ended 31 March 2008

	Note	2007-08		2006-07	
		£'000s	£'000s	£'000s	£'000s
Programme Cost Expenditure					
Staff Costs	2	1,212		1,143	
Other Programme Costs	3	644		916	
Depreciation	4	4		2	
GDS Programme Costs for the year			1,860		2,061
Departmental Charges and Other Costs					
Defra service recharges			89		107
Notional audit fees - NAO			30		36
Total Other Costs			119		143
Operating Costs for the year	7		1,979		2,204

All Activities arise from continuing operations
 The Agency had no other recognised gains or losses in 2007-08

The notes on pages 37 - 44 form part of these financial statements

Balance Sheet as at 31 March 2008

		31 March 2008		31 March 2007	
	Note	£'000s	£'000s	£'000s	£'000s
Fixed Assets					
Tangible Fixed Assets	4	46		36	
Total Fixed Assets			46		36
Current Assets					
Debtors and prepayments	5	26		762	
Cash at bank	8	334		345	
Total Current Assets			360		1,107
Creditors: amounts falling due within one year					
Creditors	6	(338)		(296)	
Total Creditors			(338)		(296)
Net Current Assets			22		811
Total assets less current liabilities			68		847
Taxpayers Equity					
General Fund	7		68		847

The notes on pages 37 - 44 form part of these financial statements

Robert Bettley-Smith FRICS
Accounting Officer for the Government Decontamination Service
2 June 2008

Cash Flow Statement for the year ended 31 March 2008

		2007-08 £'000s	2006 – 07 £'000s
Net cash outflow from operating activities	Note 8a	(1,078)	(3,129)
Capital expenditure and financial investment	4	(14)	(38)
Cash outflow before financing		(1,092)	(3,167)
Financing			
Defra operational funding	7	326	2,004
Funding from OGD's	7	755	1,488
(Decrease) / Increase in cash in the year	8b	(11)	325

The notes on pages 37 - 44 form part of these financial statements

NOTES TO THE ACCOUNTS

1. Statement of Accounting Policies

The financial statements have been prepared in accordance with the 2007-08 Financial Reporting Manual (FRoM) issued by HM Treasury. Where FRoM permits a choice of accounting policy, the accounting policy which has been judged to be most appropriate to the particular circumstances of the Agency for the purpose of giving a true and fair view has been selected. The Agency's accounting policies have been applied consistently in dealing with items considered material in relation to the accounts.

a) Accounting Convention

These accounts have been prepared under the historical cost convention modified to account for the revaluation of fixed assets at their value to the business by reference to their current costs. Financial information is included in the accounts on an accruals basis. Exceptionally staff bonuses are expensed in the year they are paid as there is no certainty of cost and agreement when they are potentially earned.

b) Tangible Fixed Assets

Tangible fixed assets are capitalised if the purchase cost equals or exceeds £2,000 and where there is an expected useful economic life of more than one year. All tangible fixed assets are stated at the lower of replacement cost and recoverable amount. On initial recognition they are measured at cost including any costs such as installation directly attributable to bringing them into working condition.

c) Depreciation

Tangible fixed assets are depreciated at rates calculated to write them down to estimated residual value on a straight-line basis over their estimated useful lives. Depreciation is charged in the month of disposal but not in the month of purchase. Asset lives are normally in the following range:

Office equipment	10 years
------------------	----------

d) Value Added Tax (VAT)

Most of the activities of the Agency are outside the scope of VAT and, in general output tax does not apply and most input tax on purchases is not recoverable. Irrecoverable VAT is charged to the relevant expenditure category or included in the capitalised purchase cost of fixed assets.

e) Defra Service Recharges

Central overheads from core Defra are charged on a notional basis and included in the accounts. The charges cover central services such as Human Resources, Accounting Services and Procurement and Contracts.

f) Administration, Programme Expenditure and Income

The Agency is a service provider and has been set up to deal with one of Defra's Top 10 Threats. Accordingly the Agency is deemed to be a Front Line Service and all expenditure is therefore classified as programme rather than administration. Programme costs reflect administration costs of frontline services and all the other non-administration costs, including certain staff costs where they relate directly to service delivery. The classification of expenditure and income as administration or programme follows the definition of administration costs set by HM Treasury.

g) Foreign Exchange

Transactions which are denominated in a foreign currency are translated into sterling at the exchange rate ruling at the date of each transaction. Balances held in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. These translation differences are dealt with in the Operating Cost Statement. In line with HM Treasury guidance, gains are treated as Consolidated Fund Extra Receipts (CFERs) and losses as programme expenditure.

h) Pensions

Pension benefits are provided through the Principal Civil Service Pension arrangements. From 1 October 2002, civil servants may be in one of three statutory based 'final salary' defined benefit schemes (Classic, Premium and Classic Plus).

The provisions of the Principal Civil Service Pension Scheme (PCSPS) cover past and present employees; which is mainly non-contributory and unfunded except in respect of dependent's benefits.

Although the scheme is a defined benefit scheme, liability for payment of future benefits is a charge to the PCSPS. Agencies covered by the PCSPS meet the cost of the pension cover provided for the staff they employ by payment of charges calculated on an accruing basis. There is a separate statement for the PCSPS as a whole. In respect of defined contribution schemes, the Agency recognises the contributions payable for the year.

Further information is provided in the Remuneration Report (page 20) and Note 2.

i) Going Concern

The balance sheet at 31 March 2008 shows Taxpayers' Equity of £68,000. In common with Government Departments, the future financing of the Government Decontamination Service is accordingly to be met by future grants of supply to Defra and the application of future income, both to be approved annually by Parliament. Such approval for amounts required for 2008-09 has already been given and there is no reason to believe that future approvals will not be forthcoming. It has accordingly been considered appropriate to adopt a going concern basis for the preparation of these financial statements.

2. Staff Numbers and Costs

2a. Staff costs

Staff costs consist of:

	Permanently Employed staff	Others	Year ended 31 March 2008 Total	Year ended 31 March 2007 Total
	£'000s	£'000s	£'000s	£'000s
Salaries and wages	874	64	938	887
Social security costs	74	6	80	80
Other pension costs	180	14	194	176
Total costs	1,128	84	1,212	1,143

2b. Staff numbers

The average number of whole-time equivalent persons employed, including senior management, during the year was 26 (prior year 24). This was made up as follows:

Staff employed	2007-08	2006-07
Permanently Employed	24	19
Others including one secondee	2	5
Total Staff	26	24

2c. Pensions

The Principal Civil Service Pension Scheme (PCSPS) is an unfunded multi-employer defined benefit scheme but Defra (GDS) is unable to identify its share of the underlying assets and liabilities. The scheme actuary valued the scheme at 31 March 2007. Details can be found in the resource accounts of the Cabinet Office: Civil Superannuation www.civilservice-pensions.gov.uk.

For 2007-08 employers' contributions of £179,447 were payable to the PCSPS (2006-07 £157,569) at one of four rates in the range 17.1% – 25.5% (2006-07: 17.1%- 25.5%) of pensionable pay, based on salary bands. The scheme's Actuary reviews employer contributions every four years following a full scheme valuation. From 2008-09, the salary bands will be revised but the rates will remain the same. (The rates will be changing with effect from April 2009). The contribution rates are set to meet the cost of the benefits accruing during 2007-08 to be paid when the member retires, and not the benefits paid during the period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. GDS has no members of staff with such pension arrangements.

2d. Loans

Loans are made to staff to cover season ticket advances, imprests and to relocate. As at 31 March 2008 there were £4,333 outstanding balances to staff (2006-07 Nil).

3. Other Programme Costs

These are made up as follows:

	Year ended 31 March 2008	Year ended 31 March 2007
	£'000s	£'000s
Travel and Subsistence	176	228
Specialist Supplier Payments	171	409
Facilities charges	85	79
Professional Fees	43	56
Rent	32	32
Training	24	31
Internal Audit Fees*	20	-
Conference costs	7	19
Agency staff costs	1	15
IT Costs	1	10
Other costs	84	37
Total Other Programme Costs	644	916

* Internal Audit Fees from Defra were hard charged in 2007-08. Previously the charge of £20,000 was an element of the notional charges from Defra.

4. Tangible Fixed Assets

	Office Equipment
Cost or valuation	
At 1 April 2007	38
Additions	14
At 31 March 2008	52
Depreciation	
At 1 April 2007	2
Charges in year	4
At 31 March 2008	6
Net Book Value 31 March 2008	46
Net Book Value 31 March 2007	36

5. Debtors and Prepayments

Amounts falling due within one year:	As at 31 March 2008	As at 31 March 2007
	£'000s	£'000s
Debtors	18	751
Prepayments	8	2
Other Debtors	-	9
Total Debtors and Prepayments	26	762
Balances with other central government bodies	-	757
Debtors external to Government	26	5

6. Creditors

Amounts falling due within one year	As at 31 March 2008	As at 31 March 2007
	£'000s	£'000s
Trade creditors	137	22
Other taxation and social security	-	1
Accruals Owing to Defra and its agencies	98	177
Accruals owing to Other Government Depts	37	12
Other Accruals	66	84
Total Creditors	338	296
Balances with other central government bodies	170	190
Creditors external to Government	168	106

7. General Fund

The GDS is funded by its sponsor Defra and by contributions from various Government Departments. In 2007-08 these include the Home Office, Communities and Local Government, Northern Ireland Office and the Scottish Executive.

	2007-08	2006-07
	£'000s	£'000s
Balance at 1 April	847	(529)
Defra Operational Funding	326	2,004
Funding from OGD's	755	1,488
Operating Costs for the period	(1,979)	(2,204)
Non-cash items:		
Audit Fee	30	36
Defra Service Charges	89	107
Transfer from Defra General Fund	-	(55)
Balance at 31 March	68	847

8. Notes to the Cash Flow Statement

8a. Reconciliation of operating costs to net cash outflow from operating activities

	Year ending 31 March 2008	Year ending 31 March 2007
	£'000s	£'000s
Operating costs for the period	(1,979)	(2,204)
Depreciation	4	2
Defra service charges	89	107
Other notional charges added back	30	36
Notional transfer of funds	-	(55)
Decrease/(Increase) in debtors and prepayments	736	(706)
Increase/(Decrease) in creditors	42	(309)
Net cash outflow from operating activities	(1,078)	(3,129)

8b. Reconciliation of net cash flow to movement in cash at bank

	As at 31 March 2008 £'000s	As at 31 March 2007 £'000s
(Decrease)/increase in cash in the period	(11)	325
Cash at bank at 1 April	345	20
Cash at bank at 31 March	334	345

8c. The following balances at 31 March are held at:

Office of HM Paymaster General	334	290
Commercial bank accounts	-	55
Balance at 31 March	334	345

9. Capital Commitments

GDS has no capital commitments as at 31 March 2008 (31 March 2007 Nil).

10. Cost of Capital

Interest on Capital is notional and is calculated at 3.5% in accordance with the Treasury guidance on Fees and Charges. It is based on the average net assets employed throughout the year, excluding the cash balance with Paymaster where the charge is nil. The resulting calculation for 2007-08 is negligible and thus is not provided in the financial statements.

11. Contingent Liabilities

GDS is not aware of any contingent liabilities as at 31 March 2008.

12. Related Party Transactions and Senior Management Interests

As the GDS is an Executive Agency of the Department for Environment Food and Rural Affairs and is sponsored by them, the Department is regarded as a related party. During the year, the GDS has had significant material transactions with the Department.

In addition, GDS has had various material transactions with other Central Government bodies. These include receiving funding from the Home Office, Communities and Local Government, Northern Ireland Office and Scottish Executive. We have also had material transactions with the Emergency Planning College, National School of Government, the Staffordshire Fire and Rescue Service and the Ministry of Defence.

None of the Senior Management has had any financial interest in the GDS during the financial year or since.

13. Financial Instruments

The Agency is required to disclose the role financial instruments had during the period, in creating or changing the risks faced in undertaking its activities. The non-trading nature of the Agency's activities and the way Government Departments are financed, means the Agency is not exposed to the degree of financial risk faced by business entities. The GDS has no powers to borrow or invest surplus funds. Financial assets and liabilities generated by the day to day operational activities are not held to change the risks facing the Agency in undertaking its activities.

Liquidity Risk: There is no exposure to liquidity risk, given that the Agency's net resource requirement is financed through resources provided by other Government Departments.

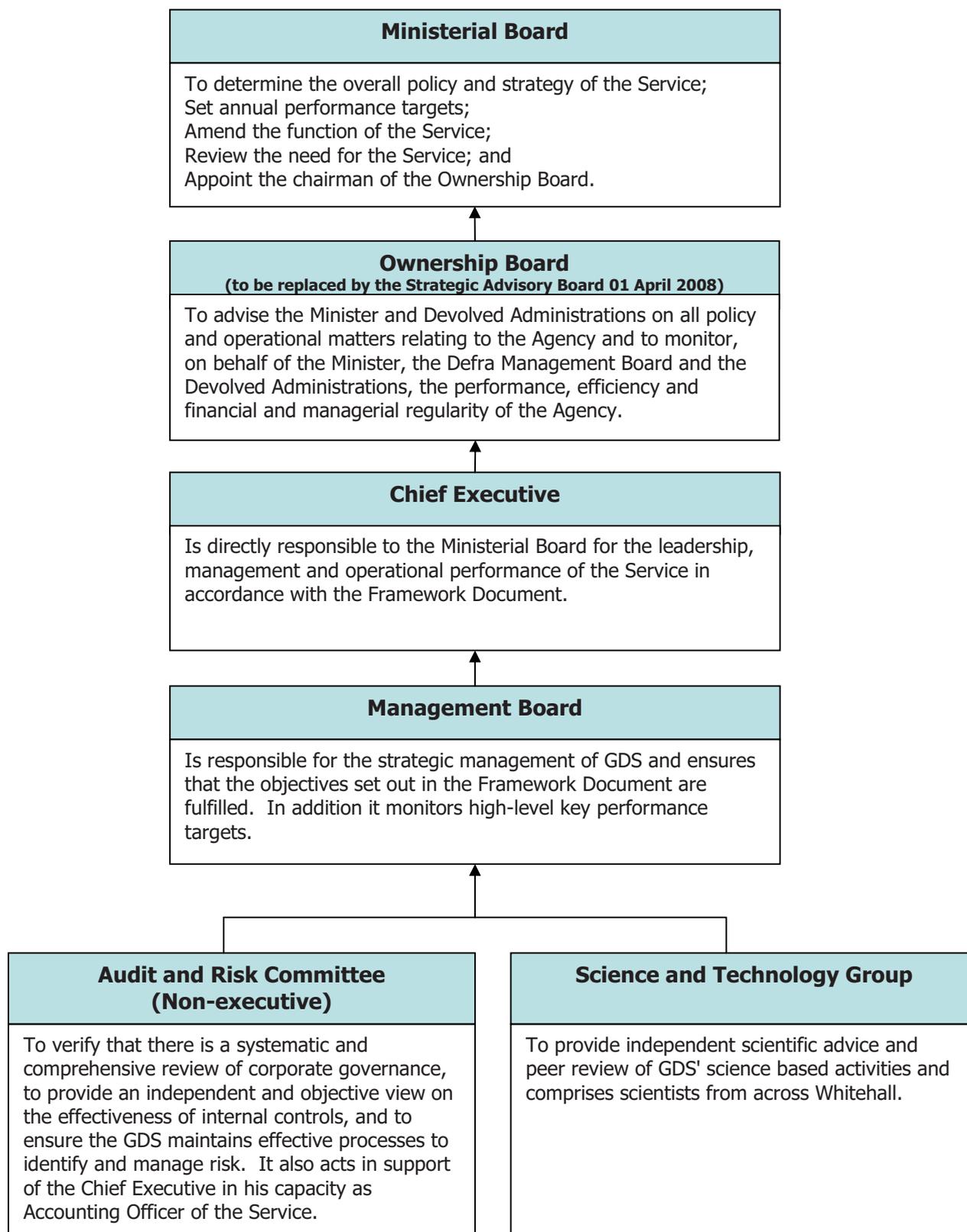
Interest Rate Risk: There is limited exposure to interest rate risk; the Agency's main financial assets and liabilities have either nil or fixed rates of interest.

Foreign Currency Risk: This is not significant, as there is no income and minimal expenditure in foreign currencies. Invoices received in foreign currency, mainly US Dollars, are converted to sterling for accounting purposes and paid in foreign currency when due. This may give rise to a gain or loss on exchange. There were no significant differences at the year end.

14. Post Balance Sheet Events

GDS's financial statements are laid before the Houses of Parliament by the Secretary of State for Defra. FRS 21 requires GDS to disclose the date on which the accounts are authorised for issue. This is the date on which the certified accounts are despatched by GDS to the Secretary of State for Defra. The authorised date for issue is 10 June 2008.

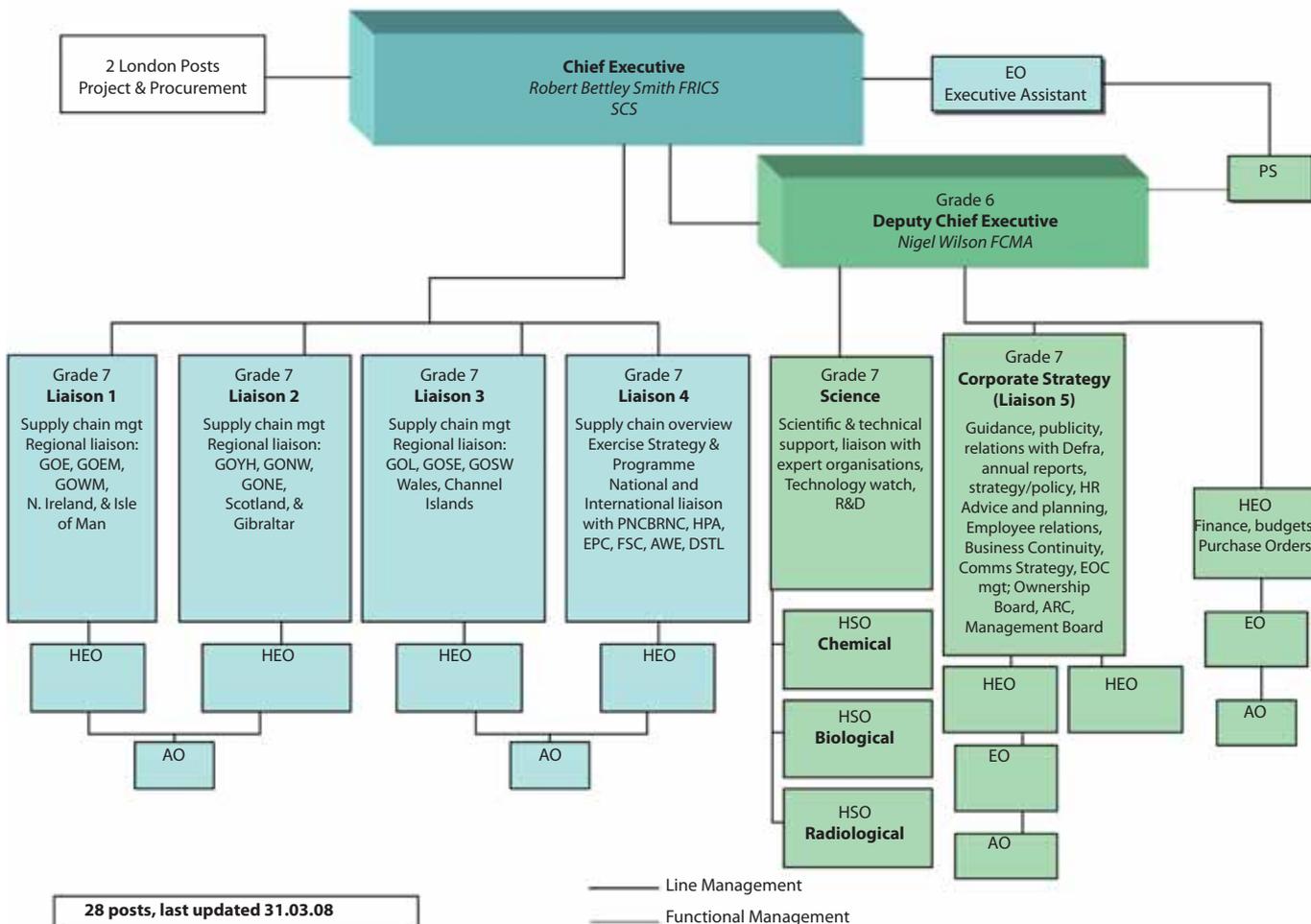
Annex 1 Outline Structure of Boards and Committees Relating to GDS



Annex 2 ORGANISATIONAL STRUCTURE

GDS Team

Government Decontamination Service (GDS) Agency Organisational Staffing from Oct 2006 version 5



Key to abbreviations

SCS	Senior Civil Servant	GOE	Government Office for the East of England
SPS	Senior Personal Secretary	GOL	Government Office for London
PS	Personal Secretary	GOSE	Government Office for the South East
HEO	Higher Executive Officer	GOSW	Government Office for the South West
HSO	Higher Scientific Officer	IOM	Isle of Man
EO	Executive Officer	Dstl	Defence Science and Technology Laboratory
AO	Administrative Officer	AWE	Atomic Weapons Establishment
SSO	Senior Scientific Officer	EOC	Emergency Operations Centre
GONW	Government Office for the North West	PN-CBRN-C	Police National CBRN Centre
GONE	Government Office for the North East	HPA	Health Protection Agency
GOYH	Government Office for Yorkshire and Humber	EPC	Emergency Planning College
GOEM	Government Office for the East Midlands	FSC	Fire Service College
GOWM	Government Office for the West Midlands	MoU	Memorandum of Understanding
		SLA	Service Level Agreement

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