7. The organisation of MAFF and DH, 1986–96

Introduction: the purpose of this commentary

7.1 This commentary explains the background to the two sets of charts following it, which illustrate the organisation of the two Departments that played the major part in the BSE story: the Ministry of Agriculture, Fisheries and Food (MAFF) and the Department of Health (DH). 28

7.2 The commentary enlarges upon what the charts show and describes the key structural changes introduced during 1986–96 which affected staff dealing with BSE and vCJD. Such reorganisation is relatively common within Whitehall, and reflects changing and evolving work priorities and policies.

7.3 The charts have been prepared by the Inquiry and represent its understanding of the available printed sources and evidence, which are not wholly consistent. The charts illustrate the position at particular key dates. They show:

- The overall structure of each Department, excluding those parts which had no involvement with BSE. They show how and where BSE work fitted into the structure as a whole and indicate the range of other policies and functions for which senior staff in particular – ie, those at Grade 5 (Assistant Secretary) and above – were also responsible. No senior officials and few below Grade 5 would have spent all their time on BSE-related work. 29
- The BSE-related areas of both Departments in more detail, with the names of the key staff and when they held the relevant posts.
- What these key staff did, focusing on the parts of their work relevant to BSE; these job descriptions are not comprehensive.

7.4 As vol. 15: Government and Public Administration explains, Government Departments were hierarchical structures, although the generic titles given to units at different levels varied across Whitehall. The titles used in MAFF and DH are described in the sections on each Department.

Ministry of Agriculture, Fisheries and Food (MAFF)

The basic hierarchy

7.5 Like most Government Departments, MAFF was headed by an administrator known as the Permanent Secretary (Grade 1). The Permanent Secretary was the

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28 Until July 1988, part of the Department of Health and Social Security (DHSS)
29 For example, Dr Hilary Pickles, the Principal Medical Officer (Grade 4) with lead responsibility in DH for BSE-related issues, was expected to spend 75 per cent of her time on other work during her peak involvement with BSE, in 1990/91 – see S115 Pickles paras 12–14
apex of a pyramid of units, headed by officials with increasing spans of responsibility. Several Grade 2 Commands reported to the Permanent Secretary, each made up of a number of Groups headed by Grade 3 Under Secretaries. These Groups consisted of several Divisions headed by Grade 5 Assistant Secretaries, each of which comprised a number of Branches headed by staff at Grade 7 (or, occasionally, Senior Executive Officer) level. Within MAFF, the Agricultural Development and Advisory Service (ADAS), the State Veterinary Service (SVS), and the Chief Scientists’ Groups were organised on similar hierarchical lines but in ways that reflected their specialist functions.

**Responsibilities for BSE**

7.6 Most of the work on BSE was handled by the following parts of MAFF:

i. The State Veterinary Service (SVS) of qualified veterinary staff, headed by the Chief Veterinary Officer (CVO). Until 1987 the SVS was an integral part of ADAS. Thereafter it was managed by the CVO as a separate service, although the CVO retained a line management link to the Director-General of ADAS. From 1990, this link was ended when the SVS became part of MAFF’s Animal Health and Veterinary Group (AHVG), an arrangement which lasted until 1994.

ii. The Central Veterinary Laboratory (CVL), until April 1990 part of the SVS and thereafter a MAFF Agency.

iii. The Animal Health Group, comprising traditional civil service generalist administrators. In 1990 this Group and the SVS were merged as the AHVG – a process reversed in 1994.

7.7 BSE was identified and described as a new disease by researchers at the Central Veterinary Laboratory located at Weybridge, Surrey, following pathological examination and surveillance work by the SVS Veterinary Investigation Service. The CVL conducted the main research into the disease, while the Veterinary Field Service of the SVS investigated individual cases and oversaw and monitored the controls subsequently imposed on animal feedstuffs and on the removal and disposal of Specified Bovine Offal (SBO). The Headquarters of the State Veterinary Service, based like the CVO at Tolworth in Surrey, advised policy-makers on the export and import of animals and animal products, and on meat hygiene and animal welfare issues.

7.8 The Animal Health Group, also located at Tolworth (although its Grade 3 head was based in London until mid-1992), was responsible for developing policy on animal health, welfare and breeding; meat hygiene; exports and imports of animals, meat and meat products; and (until the Veterinary Medicines Directorate was set up in 1989 as a separate unit) on the licensing, distribution and control of veterinary medicines. It was also responsible for implementing many aspects of these policies – for example, by preparing (in consultation with MAFF lawyers) the Regulations giving effect to the ruminant feed ban and the SBO bans.
7.9 Other parts of MAFF became involved with BSE, to a greater or lesser extent:

- Ministers, the Permanent Secretary, the Grade 2 Director-General of ADAS, and the Grade 2 head of the Food Safety Directorate, based in Central London.

- The Chief Scientist (Agriculture and Horticulture) based in Central London, who was responsible for commissioning all MAFF-sponsored research on those topics. Until 1991 the Chief Scientist (A&H) held MAFF’s research budget, from which MAFF’s BSE programme was funded. Thereafter, budgetary responsibility passed to the administrative policy groups, including the AHVG, which commissioned research as ‘customers’ from appropriate ‘contractor’ laboratories, including the CVL, with the Chief Scientist retaining oversight of the research programme as a whole.

- The Veterinary Medicines Directorate, which combined the former Animal Medicines Division with two sections of the CVL: the Medicines Unit and the Biological Products and Standards Department. The Veterinary Medicines Directorate became an Agency in April 1990. It, too, was based at Weybridge, although not at the CVL, and was responsible on behalf of Ministers for authorising and controlling the manufacture and marketing of veterinary medicines, monitoring suspect adverse reactions, surveillance of residues in meat, etc, and providing and implementing policy advice on these issues. The veterinary medicines aspect of the BSE story is described in vol. 7: Medicines and Cosmetics.

- The Emergencies, Food Quality and Pest Controls Group based in Central London. Its Food Science Division helped in advising on the extent and manner of use in food of certain types of offal, prior to the SBO ban. This episode is described in vol. 6: Human Health, 1989–96.

How MAFF changed

Introduction

7.10 Among the many organisational changes in MAFF between 1986 and 1996, three in particular affected staff dealing with BSE:

i. the establishment of the Food Safety Directorate in November 1989;

ii. the integration from 1990 of the State Veterinary Service with the Animal Health Policy Group to form the Animal Health and Veterinary Group (AHVG);

and

iii. the demerger of the AHVG in 1994, following an internal management review.
1986–90

7.11 The first set of charts illustrates the structure of MAFF between 1986, when BSE had just been identified, and 1990, by which time the Food Safety Directorate and the AHVG had been established:

- Chart A1 shows the structure of MAFF between 1986 and 1989. Reporting directly to the Permanent Secretary (Grade 1) were:
  i. three policy Commands headed by Grade 2 Deputy Secretaries;
  ii. the Agricultural Development and Advisory Service (ADAS), which until 1987 included the State Veterinary Service (SVS) – see paragraph 7.6(i) above. ADAS was headed by a Grade 2 Director-General, who was also Chief Scientific Adviser to MAFF and to whom the Ministry’s Regional Organisation reported;
  iii. the Legal Department headed at Grade 2 level; and
  iv. the Management Services and Information, Establishments (Personnel) and Finance Groups headed at Grade 3 level.
- Chart A2 shows the Animal Health Group (AHG) prior to its merger with the SVS in 1990/91 and the creation of the Veterinary Medicines Directorate. From December 1989, the AHG reported to the Grade 2 head of the new Food Safety Directorate.
- Chart A3 shows the Emergencies, Food Quality and Pest Control Group prior to the incorporation of its food standards and safety functions into the new Food Safety Directorate in November 1989.
- Chart A4 shows how ADAS changed between 1986 and 1990, by which time the SVS had become a separate organisation and its headquarters staff had merged with the AHG to form the Animal Health and Veterinary Group.
- Chart A5: the Chief Scientists’ Groups.
- Chart A6: the organisation of the State Veterinary Service (SVS) prior to the merger of its headquarters staff with the Animal Health Group in November 1990.
- Chart A7: the Meat Hygiene Veterinary Section.
- Chart A8: the Central Veterinary Laboratory.
Chart A1: MAFF Structure, 1986 to October 1989

Permanent Secretary (G1)
Sir Michael Franklin (to Sep '87)
Sir Derek Andrews

Agricultural Commodity (G2)
D H Andrews (to Oct '87)
D A Hadley

Fishes and Food (G2)
W E Masson (to Jan '89)
C W Capstick

Land and Resources (G2)
E J G Smith (until May '88)
B Hilton

See Chart A4
Agricultural Development and Advisory Service (ADAS) (G2)
Professor R L Bell (Mar '84–Dec '89)
(Also Chief Scientific Adviser)

Management Services and Information (G3)

Establishment Department (G3)

Finance (G3)

Legal Department (G2)

European and External Relations (G3)
Arable Crops, Pigs and Poultry (G3)
Milk (G3)
Meat (G3)

See Chart A5
Chief Scientist’s Group (Fisheries & Food) (G3)
Dr P N Cross (to Sep '87)
D H Griffith

Food Drink and Marketing Policy (G3)
R J Parker (to Sep '87)

See Chart A3
Emergencies Food Quality & Pest Controls (G3)
Mrs E A J Attwood (Aug '85–Dec '89)

Fisheries (G3)

Horticulture, Seeds, Plant Health & Flood Protection (G3)

See Chart A2
Animal Health (G3)
J W Hapburn
A R Cruickshank (Dec '86–Dec '89)

Economics, Statistics & Resources Policy (G3)
C W Capstick (until Jan '89)

See Chart A5
Chief Scientist’s Group (Agriculture & Horticulture) (G3)
Dr G Burgess (to Aug '86)
Dr D Shannon

See Chart A6
State Veterinary Service (G3)
CVO W H G Rees (to May '88)
K C Meldrum

THE ORGANISATION OF MAFF AND DH, 1996–96
Chart A2: Animal Health Group, 1986 to October 1990

**Land & Resources (G2)**
- Deputy Secretary E. Smith (to May ’89)
- D. Hilton (Jun ’89 – Jul ’91)

**Animal Health Group (G3)**
- Under Secretary J. Hepburn (to Dec ’86), A. R. Cruickshank (Dec ’86 – Dec ’88), M. E. A. J. Attidge
- Responsible for policy oversight of Ministry programmes on animal health, animal welfare & meat hygiene

**Meat Hygiene Division (G5)**
- M. J. Griffiths (until Sep ’90)
- K. J. A. Brown
- Formulation & implementation of animal welfare & meat hygiene policies & rules on import & export of meat

**Animal Health Division (G5)**
- J. C. Sush (until Apr ’89)
- N. Lawson
- Functions listed under branches below

**Animal Medicines Division (G5)**
- K. W. White (until Oct ’88)
- P. J. N. Scallen
- Responsible for licensing, distribution & control of animal medicines

**Animal Welfare Division (G5)**
- H. B. Brown
- Animal welfare on farms, markets & in transit

**Branches**

- **Branch A**
  - Poultry, meat
  - **Notifiable Diseases (G7)**
    - A. Lawrence (to Jan ’89)
    - J. Maslin (Sep ’88 – Apr ’90)
    - H. O. Hawkins, P. Rhodes (from mid-’89) – reported to M. Maslin on BSE
  - **BSE & related issues (G7)**
    - A. Lawrence (Jan ’89 – Sep ’92)

- **Branch B**
  - Policy health aspects of imported & exported & farmed animals
  - **Import licensing & export certification of animals & animal products**
    - (except meat & meat products)

- **Branch C**
  - Control of medicated animal feedstuffs
  - **Medicines Act 1968, licensing & distribution of veterinary medicines**

- **Branch D**
  - General matters concerning the veterinary profession

- **Branch E**
  - Animal health schemes

- **Branch F**
  - Policy health aspects of livestock breeding

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*April 1990: separate BSE branch formed with M. Maslin as head until June 1993*
Chart A4: ADAS, 1986-89

1986
ADAS (G2) Director-General Professor R L Bell
(Mar 84 - Dec 89)
Scientific, technical and business management
advice, research and development and monitoring
and control of plant and animal diseases

Agricultural Service

Land and Water Service

Agricultural Science Service

See Chart A5
Chief Scientist’s Group

State Veterinary Service

1987-89
ADAS (G2) Director-General Professor R L Bell
(Mar 84 - Dec 89)

See Chart A5
Chief Scientist’s Group

Farm and Countryside Service

State Veterinary Service

R&D Service

1990
ADAS (G2) Director-General Dr P J Bunyan

Chief Scientist’s Group

Farm and Countryside Service

Central Science Laboratory
Chart A5: Chief Scientists’ Groups, including Food Science Group, January 1988 to October 1989

- **Fisheries and Food (G2)**
  - W E Mason

- **Chief Scientist’s Group (Fisheries & Food) (G3)**
  - Dr H N Crossfield
  - Scientific advice on policy matters & responsibility for the Ministry’s research & development programme for fisheries and food

- **Food Science Division (G5)**
  - Dr M Knowles (86–89)

- **ADAS (G2)**
  - Director-General Professor R L Bell (Mar 84–Dec 89)
  - Responsible for scientific, technical & business management advice, research & development & monitoring & control of plant & animal diseases.
  - Also Chief Scientific Adviser

- **Chief Scientist’s Group (Agriculture & Horticulture) (G3)**
  - Dr D W F Shannan (Aug 86–)
  - Scientific advice on policy matters and responsibility for the Ministry’s research and development programme for agriculture and horticulture

- **Assistant Chief Scientist (G5)**
  - Dr D White

- **Veterinary Scientific Officer (G6)**
  - One of seven, each responsible for a different area of research
  - Dr K MacOwan (Jul 88–)

- **Scientific Liaison**

- **Food Composition & Information Unit/Food Quality (G6)**
  - Dr W Denner (84–89)
  - Scientific advice on all of the various types of food commodities (eg, meat & meat products, cereals, fruits & vegetables)

- **Food Safety & Surveillance**

- **Atomic Energy**

- **Food Science Laboratories**

- **Head of Branch (G7)**
  - Dr M Woolf (Dec 87–)
  - Advice on meat, poultry, fish, processed fruits & vegetables, cereals, sugar, tea, coffee, cocoa, chilled & frozen foods
Chart A6: State Veterinary Service (SVS), 1986 to November 1990

Chief Veterinary Officer (G3+)
W H Rees (Aug 80–May 88)
K C Maldrum (Jun 88 to Mar 96 and beyond)
Chief adviser on veterinary policy for the whole of Great Britain

Veterinary Field Service (G3)
K C Maldrum (Jul 86–Jun 88)
I Crawford (Jul 88–98)
Operational arm of SVS

Veterinary Investigation Service (G4) ACVO
Dr B Williams (Aug 84–May 87)
Dr P Dawson (May 87–Jun 95)
Surveillance and diagnostics

See Chart A7
Most Hygiene and Public Health Division/Most Hygiene (Veterinary) Section (G4)
ACVO
I Crawford (Jun–June)
K Baker (Jun–Mar 96)

Notifiable Diseases (G4) ACVO
D Kyle (from Jul 86)
Mr K Taylor (86–91)

Animal Welfare, Exports and Veterinary Resources (G4)
ACVO
R Moss (Jan–Aug 86)
D Evans (Jan 89–Jan 91)

Veterinary Field Service RVGs and staff
Investigation of BSE cases, monitoring of controls on BSE and animal feedstuffs which involved visits to slaughterhouses, renderers and knacker’s yards

Veterinary Investigation Section (G5)
Dr P Dawson (Nov 85–May 87)
Dr H Cawthorne (May 87–Oct 91)
Organisation and management of VI Service on a day-to-day basis

Veterinary Investigation Centres Laboratory centres supporting the surveillance, diagnostic and advisory services of VI Service, initial pathological examination of BSE suspects were performed here

See Chart A8
Central Veterinary Laboratory (G3)
Director W Watson (Aug 83–Jul 86)
Dr T Littie (86–90)
Diagnostic and consultancy services and support services for MAFF (research and development)

GT Senior Veterinary Officer
Dr D Matthews (Jun 86–Sep 95)
exotic viral diseases, Waste Food Order 1973 and BSE
Chart A7: Meat Hygiene (Veterinary Section) 1986 to March 1996

**Meat Hygiene (Veterinary Section) (G4)**
- ACVO: I Crawford (Jun 86–Jun 88)
- K Baker (Jun 88–Mar 96 and beyond)
  Veterinary advice in policy development & implementation on meat hygiene, welfare at slaughter, residues (veterinary medical & others), meat products, import & export of meat & animal products

**Red Meat Hygiene Section**
- Veterinary Head of Section (VHS – G5)
  - Mr Morris (to May 87)
  - D M Taylor (May 87–Apr 97)
  Veterinary advice on meat hygiene in slaughterhouses, veterinary aspects of import & export controls for fresh meat

**White Meat Hygiene Section**
- Deputy Veterinary Head of Section (G6)
  - D M Taylor (to May 87)
  - S Hutchinson (Jun 91–Jul 93)
  - P Soul (on temporary promotion, Sep 93–Oct 95)
  Veterinary policy, issues relating to red & white meat, import & export of meat, meat products & other animal products

**SVQ (G7)**
- P Hewson (Mar–Nov 93)
  Veterinary advice to Meat Hygiene Service Project Team
- Nov 93–Jul 95: Superintendent Meat Hygiene Adviser, ensuring that hygiene and welfare at slaughter policies were implemented

**Director of Veterinary Field Service (DVFS)**
- I Crawford (Jul 89–96)

**Senior Veterinary Officer (G7)**
- S Hutchinson (Mar 97–Aug 91)
- A Simmons (Jun 91–Dec 95)
Veterinary advice on red meat hygiene & inspection

Collation of reports from regional offices of monitoring visits to abattoirs, renderers, etc. (reported on a day-to-day basis to the DVFS)
The establishment of the Food Safety Directorate, November 1989

7.12 The Food Safety Directorate (FSD) was set up ‘to strengthen the organisation of the Ministry for dealing with food safety issues by:

- dividing food safety from food production responsibilities; and
- bringing together under one MAFF junior Minister, designated as Food Minister, all the main aspects of food safety work for which the Ministry was responsible.’

7.13 The result is shown in Chart B2. The new Directorate brought together policy work on food safety and quality (composition, labelling, additives, contaminants and new production processes, etc), supported by advice from food scientists; policy work on meat hygiene, animal health and related public health issues, and animal welfare; pesticide safety approvals; and work on veterinary medicines and biotechnology issues.

7.14 The initiative for the creation of the FSD came from the MAFF Minister at the time, Mr John Gummer. Mr Brian Dickinson, formerly head of the Food Safety Group within the FSD, confirmed to the Inquiry that this reorganisation was in response to public concern about what was perceived to be a conflict between MAFF’s roles as sponsor of food producers and as protector of consumers, following criticism of its handling of the issue of salmonella in eggs. This episode is described in vol. 6: Human Health 1989–96.

The creation of the Animal Health and Veterinary Group, 1990

7.15 In 1990 the SVS was separated from ADAS, which was becoming increasingly commercially oriented. Those parts of the SVS involved in policy work were merged with the Animal Health Group, as shown in Chart B2. The aim was to integrate the two parallel hierarchies (veterinary staff and administrators) into a new Animal Health and Veterinary Group (AHVG) under the CVO, streamlining the headquarters organisation at MAFF’s offices at Tolworth, Surrey ‘to improve efficiency and accountability of decision taking’. Another aim was to unify the accounting arrangements for veterinary and administrative resources used on animal health work, so that costs were properly accounted for.

7.16 The merger brought together ‘under a single management line all the staff, veterinary and non-veterinary, engaged in policy advice, EU and international

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40 S311 Gummer p. 3 para. 9 and p. 19 para. 57
41 T38 p. 80: ‘That was certainly intended to address that conflict, yes, very much so.’
43 Management Review of Animal Health and Veterinary Group, Stage One Report (Lebrecht and Comer, June 1993) (M25 tab 1), para. 13 (hereafter cited as Lebrecht Review Stage 1, 2 or 3 Report)
44 Lebrecht Review Stage 1 Report (M25 tab 1), para. 5
45 S78 Attridge para. 11; T33 p. 81
negotiations, implementation instructions and the coordination of programmes and resources’, although:

... the Animal Health and Welfare Veterinary Section continued to operate throughout as a separate team of veterinary surgeons advising administrative Divisions.

Two professional veterinarians became heads of integrated policy divisions dealing with international trade and zoonoses respectively.

7.17 Traditionally, two Grade 3 veterinarians, the Director of the Veterinary Field Service (DVFS) and the Director of the CVL, had reported to the CVO who was also, nominally, a Grade 3. An unusual feature of the merged AHVG was that a Grade 3 administrator was ‘under the leadership’ of the CVO. Mr Crawford, the DVFS, told the Inquiry that ‘the Chief Veterinary Officer was the nominal head of the group at Grade 3 plus’. For the purposes of their personal performance appraisal, however, both the CVO and the administrative Grade 3 reported to the Grade 2 head of the Food Safety Directorate. Senior veterinarians reported to the administrative Grade 3:

From 1991–4 I reported on policy issues to the Administrative Grade 3, Martin Haddon (who was my reporting officer), and on professional matters to the CVO.

I reported directly to Mr M Haddon, Grade 3, Animal Health and Veterinary Group (AHVG).

From that period, I reported for some time to Martin Haddon, who was the administrative Grade 3.

The exception was the Director of the Veterinary Field Service, who reported directly to the CVO.

7.18 Chart B2 illustrates these arrangements.

1989–94

7.19 The following charts illustrate the structure during this period:

- Chart B1: the overall structure of MAFF from the establishment of the Food Safety Directorate in November 1989. This remained essentially the same until late 1994, apart from the merger of the Animal Health Group and the

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46 Lebrecht Review Stage 1 Report (M25 tab 1), para 13
47 S92 Taylor K p. 3 para. 10
48 T34 p. 38
49 As explained in Chapter 4. of vol. 15: Government and Public Administration, the CVO had additional responsibilities and was in practice a ‘Grade 3+’
50 S110 Haddon para. 10
51 T34 p. 37
52 A procedure described in Chapter 2. of vol. 15: Government and Public Administration
53 S92 Taylor K p. 4 para. 10
54 S93 Cawthorne p. 2 para. 12 Dr Cawthorne was head of the integrated Animal Health (Zoonoses) Division mentioned in paragraph 7.16 above
55 T34 p. 38. Mr Baker was the Assistant Chief Veterinary Officer, Meat Hygiene, at Tolworth from 1988 to 1996. He added that after the Lebrecht Review (see paragraph 7.20 of this commentary), he reported to the CVO
56 S84C Crawford p. 3 para. 7
SVS in 1990, and the creation of Agencies. Reporting directly to the Permanent Secretary were:

i. three policy Commands headed by Grade 2 Deputy Secretaries;

ii. until 1992 (when ADAS became an Executive Agency), ADAS and the Regional Organisation, headed by a Grade 2 Director-General;

iii. the Chief Scientific Adviser to MAFF (Grade 2), who until ADAS became an Agency was also its Director-General;

iv. the Legal Department headed at Grade 2 level;

v. the Management Services and Information (until 1992), Establishments and Finance Groups headed at Grade 3 level; and

vi. from 1992, Information (headed by a Grade 5 Chief Information Officer).

- Chart B2: the Animal Health and Veterinary Group as merged from 1990. The Meat Hygiene Division during this period and thereafter is shown in Chart C3.

- Chart B3: the Veterinary Field and Investigation Service.

- Chart B4: the Food Safety Group.

- Chart B5: the Food Science Group.

- Chart B6: the Central Veterinary Laboratory (CVL), supplementing Chart A8 by focusing on the departments involved in work on transmissible spongiform encephalopathies (TSEs), including BSE.
Chart B3: Veterinary Field and Investigation Service, November 1989 to October 1994 (merged with AHG in 1990)

Food Safety Directorate (G2)
C Capstick (Nov 89-Dec 94)

CVO (G3+)
K C Meldrum (Jun 88-Mar 96 and beyond)

Veterinary Field and Investigation Service
(G3 Director)
I Crawford (Jul 88-Mar 96 and beyond)

Veterinary Investigation Service
ACVO (G4)
Dr P S Dawson (May 87-Jun 95)
reported direct to CVO until 1990
The VI Service provided laboratory support and
diagnostic, advisory and consultancy services

Veterinary Field Service
Implementation of MAF policies in respect of
animal health and welfare, international trade
in animals and animal products, and the
protection of human health. Organised by
Regions and Divisions, managed by Regional
and Divisional Veterinary Officers (RVOs and
DVOs) respectively. M J Atkinson (from 93,
RVO for North Region); since 1995, Assistant
Director, Veterinary Field Service

HQ Veterinary Investigation Section (G5)
Dr R Cawthorne (May 97-Oct 91),
Day-to-day management of VI Service

Veterinary Investigation Centres
Laboratory centres supporting the
surveillance, diagnostic and advisory services
of VI Service. Initial pathological examination
of BSE suspects were performed here
Chart B4: Food Safety Group, November 1989 to October 1994

Food Safety Directorate
C Czapnik (G2)

Food Safety Group
B Dickinson (G3)

See Chart B3
Animal Health Group
Mrs E A J Attridge (Aug 91)
M Haddan (from 1990),
Animal Health and
Veterinary Group

See Chart B5
Food Science Group
Dr M Knowles (Aug 91)
Dr W Denner

1990
Food Safety Division I
C Cockbill (G5)

Food Safety Division II
R McKinley (G5)

Microbiological Safety
of Food
J Such (G5)

Food Legislation Division
Miss L Neville-Rolle (G5)

1991 onwards
Consumer Protection
Division I
C Cockbill (G5)
Food Safety Act 1990,
standards, labelling,
food law enforcement,
Consumer Panel

Chemical Safety of
Food Division
R McKinley (G5)
Fertilisers & feedstuffs,
standards, food
irradiation, additives,
Secretariat of Food
Advisory Committee

Microbiological Safety
of Food (G5)
J Such (to Jun 92)
Mrs M Pickering
Coordination and
development of policy
Chart B5: Food Science Group, November 1989 to October 1994

Food Science Group (G3)
- Dr M Knowles (89-end-91)
- Dr W Denner (Apr 92–Jul 95)

Food Science Division I (G5)
- Dr J Bell (Oct 89–92)
- Dr J C Sherlock (92–95)
  - Scientific and technical advice on additives, chemical and radiological contaminants in food and animal feed, risk analysis and chemical contamination of food supply

1989
- Food Safety (Chemical) Unit (G6)
  - Dr C Fisher (88–91)
- Food Safety (Radiation) Unit

- Food Science Laboratories Unit

Food Science Division II (G5)
- Dr W Denner (Oct 89–92)
- Dr J Bell (92–95)
  - Scientific advice on food commodities and microbiological food safety

- Microbiology, Food Quality and Technology Unit
- Biotechnology, Nutrition and Scientific Services Unit

Reorganised from 1991
- Food Safety (Additives and Risk Assessment) (G6)
  - Dr C Fisher (91–95)
- Food Safety (Radiation) Unit
- Food Safety (Contaminants)
The demerger of the Animal Health and Veterinary Group (AHVG)

7.20 In March 1993 the Minister commissioned a Management Review of the merged AHVG. The review report noted that:

The integrated structure has undoubted merits, notably in enabling the Chief Veterinary Officer (CVO) to take overall command of operations in the event of a disease emergency. But it has led, unavoidably in our view, to a lack of transparency in relations between its constituent parts and confused accountability in decision making.57

It acknowledged that ‘there is no suggestion that senior management have done other than their utmost to make the system work’, but noted that ‘they have faced an uphill task’.58 The report concluded that:

. . . the Group would operate more efficiently and more effectively divided into its component parts than if it remained integrated.59

This recommendation was accepted and the results are shown in Charts C1–C4. Separate Animal Health Policy and CVO’s Groups were established in 1994, and a year later the Veterinary Investigation Centres were merged with the CVL within a new Veterinary Laboratories Agency.60 However:

. . . two unified divisions were retained, the Zoonoses Division, reporting to Mr Haddon [the administrative Grade 3], and the International Trade Division, reporting to myself [the CVO] because of the high level of veterinary and international content of its work.61

November 1994 to March 1996

7.21 The following charts illustrate the structure of MAFF during this period:

- Chart C1: the overall structure of MAFF.
- Chart C2: the Animal Health Group following the Lebrecht Review.62
- Chart C4: the State Veterinary Service, following the Lebrecht Review.

Food Safety Directorate (G2)
C W Capstick (to 17 Dec 94)
R Carden (18 Dec 94)

Animal Health Group (G3)
M Haddon

Animal Health (Zoonoses) Division (G5)
Disbanded Apr 95
Dr R Caithorne
(Oct 91–Apr 95)

Animal Health (Disease Control) Division (G5)
T E Laidy (Jun 90–)

See Chart C3
Meat Hygiene Division
Mrs K J A Brown
(Sep 90–)

Animal Health (Services) Division
3 branches

Animal Welfare Division
3 branches

SVO G7
A J Fleetwood (91–Apr 95).
When AM(2) Division disbanded, moved with Dr Caithorne to the Veterinary Notifiable Disease Section.
Policy formulation and management of executive functions in respect of all zoonoses-related issues except salmonella poultry.

G7
P Lackenby (Apr 93–Apr 95)
Animal by-products issues and zoonoses

Branch A – Notifiable Diseases (G7)
P Lackenby (Apr–Nov 95)
Animal by-products issues and zoonoses

Branch B – Brucellosis and Tuberculosis

Branch C – Spongiform Encephalopathies
J Howard (93–Jun 95)
Ms J Wardley (Jun–Aug 95)
Dr T Render (Sep 95–)
BSE and some aspects of scrapie

Branch D – Salmonella
Chart C3: Meat Hygiene Division, November 1989 to March 1996

Meat Hygiene Division (G6)
M J Griffiths (Dec 87–Nov 90)
Mrs K J A Brown (Sep 90–)
Formulation & implementation of policy on meat hygiene, welfare at slaughter, and animal & public health rules on import & export of animal products.
Worked closely with Meat Hygiene Veterinary Service

Branch A (G7)
M Harrison (Jan–May 94)
Mrs A Dolphin (Aug 94–)
C Penny (SGO) (Oct 95–Feb 96)
Regulations in respect of slaughterhouse structural and hygiene standards, and meat sterilisation and staining

Branch B
Policy on meat products including MRM and import & export of meat products

Branch C (G7)
Ms B Jones (Oct 93–Apr 95)
C Penny (SGO) (Apr 95–Oct 95)
Regulations in respect of slaughterhouse structural and hygiene standards, and meat sterilisation and staining (Merged with Branch A in Oct 95)

Branch D
Import licensing of meat & animal products

Branch E
Ms M Coules (G6)
B Taylor
A Stephenson
Animal health and public certification of imports & exports of meat & animal products

Branch F
Welfare of livestock at slaughter

Meat Hygiene Service
Project Team
Project Coordinator
A Lawrence (Oct 95–Feb 95)
Set up to establish National Meat Hygiene Service
The Department of Health (DH)

Introduction

7.22 In 1986 DH was part of a larger organisation, the Department of Health and Social Security (DHSS), from which it separated two years later. A large part of its work and the bulk of its programme expenditure related to the National Health Service (NHS).

Until 1983, the Department’s functions in relation to the NHS were integrated with its wider, non-NHS responsibilities. Thus policy for particular services, for example maternity services, carried with it responsibility for delivery of that service by the NHS. There was a central unit, the Regional Liaison Division, whose function was to act as a link with the health service.

7.23 Between 1983 and 1991, the DHSS moved away from day-to-day management of the NHS. An NHS Management Board was set up, chaired at ministerial level and including the Chief Medical Officer (CMO) and several Grade 2 DH civil servants. From 1989 policy-making was separated from day-to-day management, with the establishment of an NHS Policy Board – comprising Ministers, the DH Permanent Secretary, the CMO and appointed members – and a separate NHS Management Executive (NHSME) of executive directors. Following another review, in 1993, the NHSME was renamed the NHS Executive, but remained ‘within the central government framework as an integral part of the Department of Health’.

7.24 The rest of DH became known as ‘the wider Department’, having relinquished day-to-day management responsibility for the NHS. It had an ‘established pattern of multidisciplinary working . . . through which the Professional Divisions are engaged with their administrative counterparts in work on each of the main businesses’.

7.25 By 1994, there were three medical (‘Med’) divisions:

<table>
<thead>
<tr>
<th>Unit</th>
<th>Administrative title/grade</th>
<th>Medical title/grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group</td>
<td>Deputy Secretary/Grade 2</td>
<td>Deputy Chief Medical Officer (DCMO)/Grade 2</td>
</tr>
<tr>
<td>Division</td>
<td>Under Secretary/Grade 3</td>
<td>Senior Principal Medical Officer (SPMO)/Grade 3</td>
</tr>
<tr>
<td>Branch</td>
<td>Assistant Secretary/Grade 5</td>
<td>Principal Medical Officer (PMO)/Grade 4</td>
</tr>
<tr>
<td>Section</td>
<td>Principal/Grade 7</td>
<td>Senior Medical Officer (SMO)/Grade 5</td>
</tr>
</tbody>
</table>

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63 Functions and Structure of the Department of Health 1990 (Gwynn and Rook) (M39 tab 1) p. 29 para. 3.3 (hereafter cited as Gwynn Report 1990)
64 Memorandum DH298, The Structure of the Department of Health between 1985 and 1996 (DH01 tab 3 p. 5 para. 30)
65 Of whom the Director of Operations, Mr G (now Sir Graham) Hart, subsequently became Permanent Secretary of the Department of Health (S180 paras 3 and 5)
67 Gwynn Report 1990 (M39 tab 1), p. 30 para. 3.9
. . . paired with corresponding administrative Divisions with whom they work to shared objectives under the supervision of a Divisional Management Board led jointly by the administrative and medical heads. The paired Divisions do not match exactly, there are some cross-cutting boundaries and some professional staff explicitly provide support to both HSSG [the Health and Social Services Group] and the NHS Executive.\textsuperscript{68}

**Responsibilities for BSE**

7.26 The lead responsibility for BSE was given by the CMO to Dr Hilary Pickles, a Principal Medical Officer (PMO) in Med SEB/B Division, which advised on scientific services, equipment and buildings, including pathology and blood services. By October 1989 it had acquired responsibility for some international health issues and had been renamed Med ISD3 and then Med ISP/3.\textsuperscript{69}

7.27 In September 1991 lead responsibility for BSE and CJD passed to Dr Ailsa Wight, a Senior Medical Officer (SMO) in Med MCD – see below – and remained with her until March 1996 and beyond.

7.28 Work relevant to BSE was handled by the following Medical Divisions:

- Advice on zoonoses and Creutzfeldt-Jakob Disease (CJD) was provided by Med IMCD. The major part of the Division’s work was its responsibility for international health, microbiology of food and the environment, communicable disease policy and immunisation, and relations with international bodies such as the European Community/Union and the World Health Organisation. The Division was renamed Med MCD in late 1989, as international matters were progressively transferred to Med ISD; this task was completed by May 1990. The Senior Principal Medical Officer (SPMO) was located in Whitehall with the AIDS unit; the other staff were in several other buildings in Southwark, south-east London.

- By 1992, the zoonoses and CJD part of Med MCD had joined HEF (M), which focused on health aspects of the environment and food safety, on which it worked in parallel with an equivalent administrative division, HEF (A). These were merged from April 1995.

- Medicines Division (from April 1989, the Medicines Control Agency) was responsible for licensing and classifying medicines, and licensing manufacturers and wholesale dealers; monitoring and following up adverse reactions; and inspecting and enforcing statutory requirements for manufacture, distribution, sale, labelling, advertising and promotion, etc.

- MedH CPNM1 was responsible for medical advice on matters concerning children, and hence the uses of bovine tissues (eg, bovine eyeballs) in education.

The following administrative units handled BSE-related work:

- CMP3 (Child Health, Maternity and Prevention), responsible for a number of public health issues, including slow viruses. The Branch Head at the time explained that ‘[BSE/CJD] did not fall into any existing category of public

\textsuperscript{68} Banks Report (M39 tab 2), p. 25 para. 4.8

\textsuperscript{69} International, scientific services, and disability; then International, scientific services and pathology
health issues and it was therefore allocated to my branch’. BSE was transferred to HS4 in the summer of 1989, but CMP3 retained administrative responsibility for CJD until around July 1990, when this transferred to EHF Division.

- HS (Health Services) Division, the responsibilities of which included dangerous pathogens, food safety and, from the summer of 1989, human health aspects of BSE. Around the end of 1989, HS Division was reorganised and these responsibilities passed to:
  - EHF (Environmental Health and Food Safety) Division, which dealt with microbiological and chemical food safety (including hazard management); irradiation, novel food and composition and contaminant issues; food hygiene policy; BSE and (from early 1991) CJD. By 1992, EHF had become:
  - HEF (A) (Health Aspects of Environment and Food). It retained the same responsibilities and from May 1994 also managed the CJD Surveillance Unit budget. It merged with HEF (M) from April 1995.

7.29 The regulation of medical devices, including quality and safety assessment and product evaluation, was the responsibility of:

i. prior to August 1990, the Supplies Technology Division of the Procurement Directorate;

ii. from August 1990 to September 1994, the Medical Devices Directorate; and

iii. from September 1994, the Medical Devices Agency.

Organisational changes, 1986–96

7.30 There were two major structural changes during this period. The first was the division in July 1988 of the Department of Health and Social Security (DHSS) into two parts: DH and the Department of Social Security. This was prompted by a recognition that the two main businesses of the DHSS – public health/health care and social security benefits – were sufficiently divergent to justify two separate Departments.

7.31 The second major change was the replacement of the parallel medical and administrative hierarchies described above by single integrated (ie, multidisciplinary) divisions in April 1995, following a review of the functions and manpower of the NHS Executive and DH. The review identified weaknesses in DH, among them that:

Responsibilities between the administrative and medical parts are often unclear, the duplicate management structures are wasteful, and unnecessary tension is caused by artificial links between pay and grading.
It concluded that paired Divisions had not adequately overcome the problems arising from parallel hierarchies, and that greater integration was needed.75

7.32 Other organisational changes relevant to the BSE story were:

- the restructuring in 1992 of the Health Divisions of the Health and Social Services Group so that medical and administrative Divisions responsible for particular areas of work reported jointly to medical and administrative Grade 3s and Grade 2s;
- the transfer of medicines regulation in April 1989 from the main part of DH to an Agency, which ‘finally became an Executive Agency on 11 July 1991’; and76
- the transfer of medical devices regulation from the main part of DH to an Agency from September 1994.

DH organisation charts

7.33 The 14 charts below illustrate how the organisation of DH developed, as described above.

1986 to July 1988

- Chart 1: an overview of the DHSS before the Health and Social Security functions were separated.
- Chart 1A: the administrative Services Development Group.
- Chart 1B: the Medical Divisions reporting to the CMO.

July 1988 to 1992

- Chart 2: an overview of DH between 1988 and 1991, when the paired medical and administrative HEF Divisions were set up.
- Chart 2A: the administrative Health and Personal Social Services Group.
- Chart 2B: the administrative Environmental Health and Food Safety Division.
- Chart 2C: the Medical Divisions reporting to the CMO.
- Chart 2D: Medicines Division.

76 S447 Jones K p. 5 para. 10. Dr Keith Jones was the first Director of the Medicines Control Agency, and was appointed "to implement the change from a Division to an Executive Agency" (S447 p. 4 para. 9). He had to restructure it, set targets, and move it to being self-funding. Until July 1991, the structures and management controls of the former Medicines Division were retained
1992 to April 1995

- Chart 3: an overview of DH prior to the merger of the parallel administrative and medical Divisions.
- Chart 3B: the Health and Social Services Group, 1993–94, after the establishment of parallel administrative and medical hierarchies within the health Divisions.

April 1995 to March 1996

- Chart 4: an overview of DH.
- Chart 4A: the unified Health Aspects of Environment and Food Division.
Chart 1A: Services Development Group, 1986–87

- **C W France**
  - **Health Services Division**
    - J P Cashman (G3)
  - **Community Services**
    - J S Scott Whyte (G3)
  - **Mental Health Division**
  - **Child Health, Maternity and Prevention Division**
    - A J Ratcliffe (86)
    - C H Wilson (from 87)

- **Branch 1**
  - Hospital, Scientific & Technical Services
    - M Harris (G5)
      - Responsible for blood products, PHLS board and pathology

- **Branch 2**
  - Hospital, Medical & Surgical Services

- **Branch 3**
  - Private Practice

- **Branch 4**
  - Food Hygiene and Safety
    - J B Sharp (G5)

- **Branch 1**
  - Notifiable and communicable diseases
    - J R Long (G5)
        - R Cunningham (G7) 1986–87
          - Involved with human fertilisation, embryology, family planning and abortion

- **Branch 2**
  - Health Promotion/Disease Prevention

- **Branch 3**

- **Branch 4**

These charts are designed to show those parts of the Department and individuals that had some connection with BSE, and their place in the organisation. They intentionally omit parts of the organisation that had no involvement with BSE.
Chart 1B: Medical Divisions (Health and Personal Services), 1986–88

PERMANENT SECRETARY

DCMO – Dr E L Harris
- Medical MCD Division
  Communicable diseases, vaccination and immunisation, microbiology of foods, international issues
- Medical MD Division
  Medical aspects of work arising from the Medicines Act. Primarily responsible for licensing
  - G3
    - Q3
    - N Hale to 87
    - C Wilson
  - SPMO
    - Dr D C Dower
    - Dr D Watford from 88
    - Responsible for the management of the division
  - PMO
    - Dr H Pickles from 86 to Mar 88
    - Took on responsibility for AIDS
  - SMO
    - Dr J A Faoro
    - Infectious diseases and slow viruses such as CJD

DCMO – Dr R M Oliver
- Med TEP Division
  Toxicology, environmental health, occupational health
  - SPMO
    - Dr B Marston

DCMO – Dr E M Abrams
- Med MME Division
  Medical manpower, medical staffing of the NHS
  - SPMO
    - Dr D Watford (86)
    - From 1987
    - A J Isaac
  - SMO
    - Dr J S Lamey
    - Also served as Senior Medical Adviser to DES. To provide medical advice as required and to liaise across government departments in matters of Health and Education

Medicines Division (Administration)

- Branch 1
  - CSM
    - D O Harris (G5)
    - Responsible for policy coordination, the administrative secretariat of the CSM, licensing database
    - W G Robertson
    - General administration of the Medicines Acts
  - PMO
    - Dr Jeffery
    - 3A New Drugs Branch
    - Responsible for the management of the medical and toxicological staff involved in the assessment of product licences. Medical Assessor for CSM
  - SMO
    - Dr F Rutledge
    - Responsible for biological products. Medical assessor for the Biologicals Subcommittee
    - Worked together on drafting a paper for the Biologicals Subcommittee in Sept 1988

Medicines Division (Medical)

- Branch 2
  - CRM, CDSM
- Branch 3
  - Medicines Act
  - PMO
    - Dr J W Jenkins
    - 3B Review of Medicines, CDSM
    - Medical Assessor for CDSM
- Branch 4
  - Medicines Act
  - SMO
    - Dr D K Steadman
    - Secretary to various committees on environmental disasters. DH expert on occupational health Regulations in EU

Pharmaceuticals

- Branch 5
  - Chief Pharmacist
    - Dr B A Wills
  - DCPO
    - B H Hartley
    - Medicines Inspectorate
- Branch 6
  - Licensing and Enforcement
  - G G W Franks
  - Licensing and enforcement

These charts are designed to show those parts of the Department (and individuals) that had some connection with UKE, and their role in the organisation. They intentionally omit parts of the organisation that had no involvement with UKE.
Chart 2B: Environmental Health and Food Safety Division, 1990–91

These charts are designed to show those parts of the Department (and individuals) that had some connection with BSE, and their place in the organisation. They intentionally omit parts of the organisation that had no involvement with BSE.

Environmental Health and Food Safety Division
Miss N D B Peace

Community
Children’s
Services Division

Health Care
Division

Child Health,
Maternity and
Prevention
Division

Branch EHF1
Scientific support
services to NHS

J Dobson (G5)
(–91)
P Kendall (G5)

Branch EHF2
Food and Safety
Public Health

J Parker (G5) (–Oct 91)
R Cunningham (G5)
Responsibilities included Food Safety Act codes of practice, Environmental Health Officer resources and training, coordination of ministerial etc meetings with MAFF on food issues, Richmond Committee on microbiological safety of food

Branch EHF3
Food Safety

P Clay (G6)
(–Nov 90)
Mrs L Lockett (G5)
Responsibilities included food hygiene policy, and oversight of BSE and administrative support for SEAC

T Murray (G7)
Responsibilities included BSE and administrative support for SEAC

Branch EHF4
Hospital catering,
and other services

D Thompson (G6)
(–mid 90)
Miss M Fry (G6)

Responsible for healthcare, public health—including environmental health and food safety, and social services. Worked closely with the CMO.
Chart 2C: Medical Divisions (Health and Personal Services), 1988–91

CMO – Dr D Acheson
DCMO – Dr E L Harris (Aug 89–Oct 89)
Dr J M Metters (Aug 89–)
DCMO – Dr Oliver (Oct 89–)
Dr D Wallford (Oct 89–90)
Medical input to the Executive and depolitised for CMO. No involvement with SSE

Med CDPNM Division
Children, disablement, health education and promotion (reported to Dr Metters from Aug 89)
DCMO – Dr Abrams

Med TEP Division
Toxicology, environmental health, occupational health

Med IMDO Division
Communicable diseases, vaccination and immunisation, microbiology of food, international health issues (reported to Dr Abrams from Aug 89)

Medicine Division
Medical aspects of work arising from the Medicines Act. Primarily responsible for licensing

Med SEB Division (later ISD3 and ISP3)
Scientific services, pathology and blood equipment

SPMO
Dr P H Greenfield

SPMO
Dr J H Steedman

SPMO
Dr D Wallford
Dr E Rubery (from Aug 89)
Responsible for management of the Division. No direct responsibility for SSE

SPMO
Dr E Rubery (to Aug 89)
Responsible for health advice on salmonella etc., Secretary to Richmond Committee. Would have been responsible for CJD as a communicable disease

PMO
Dr R B Singh

SMO
Dr E Rubery (from Sep 89)
Responsible for communicable diseases including slow viruses such as CJD

Chief
Scientific
Officer
(G4)
Dr F P Woodford

PMO (G4)
Dr H Pickles
Medical advice on pathology services, DH lead on SSE, DH Secretary to Southwood Working Party, Tyrell Research Committee, and SEAC

In April 1989 the Medicines Division became the Medicines Control Agency under the Directorship of Dr Keith Jones. In practice reporting lines remained the same until early 1991. See Chart 2D.
Chart 2D: Medicines Division April 1988 to 1991

DCMO
Dr F L Harris (Aug 1989)
Dr J S Metters (Aug 1989 - )
Responsible for assisting the CMO in formulating advice to Ministers

Senior Principal Medical Officer
Dr G Jones (G4)
Responsible for all professional work concerning drug regulations, etc. Also for policy formulation

Medical Branch

Pharmaceutical Branch

Chief Pharmaceutical Officer
Dr B Willis (G4)

MB1 General administration of the Medicines Acts
Mr D Hagger (G5)
Responsible for policy coordination
Mrs J Alderman (Database)

MB2 General administration of the Medicines Acts
W S Robertson
(responsible for administrative secretariat of the CSM)

MB3A Medical and toxicological assessment of new products
Dr D Jefferys (G4)
(responsible for the management of the medical and toxicological staff involved in the assessment of product licences. Chief Medical Assessor to the CSM)

MB3B Medical and toxicological assessment of dental & surgical materials
Dr P Adams (G4)
Medical Assessor to the CDSM

MB4 Risk Assessment
Dr S Wood (G4)
(from Sep #)

MB5A Professional pharmaceutical aspects of Medicines Act
Mr A Stewart (G5)

MB5B Medicines Inspectorate
Mr B Hartley (G5)

MB5C British Pharmacopoeia Commission
Dr A Rogers (G5)

MB6 Responsible for biological products. Until 1990 when appointed head of Biologicals Unit (MCA)

These charts are designed to show those parts of the Department (and individuals) that had some connection with BSE, and their place in the organisation. They intentionally omit parts of the organisation that had no involvement with BSE.
Chart 2E: Medicines Control Agency, 1990–95

DCMO
Dr J Metters
Responsible for medicines until MCA became an Executive Agency in July 1991

Secretary of State

MCA
Director/Chief Executive
Dr Keith Jones (03)
Responsible and directly accountable to the SGS for the efficient management, overall performance and future development of the MCA

Business A
Licensing

Dr D Jeffays (G4)
91–96
Responsible for the medical, scientific and pharmaceutical staff involved in the assessment

Group Manager
Dr J Ritchie (left in 1991 and not replaced)

Biologics Unit

Unit Manager
Dr J Pulve
Responsible for coordination and management of the review of applications received by the Agency. BSE responsibility

Business B
Licensing of Dental and Surgical Materials

Dr D Hagger (G4)
91–94
Responsible for abbreviated product licensing, variations of existing licences etc. Mid-96 became responsible for the CRM*

Business C
Adverse Reactions Pharmacovigilance

Dr S Wood
91–96

Business D
Inspection and Enforcement

Mr B Hartley (G4)
91–95

Business E
Executive Support

Mr R Alder (G4)
91–96

Finance from 92 onwards

Mr M H Read
92–96

IT
94–96

* Committee on Review of Medicines

** Safety, Efficacy and Adverse Reactions subcommittee of Committee on Safety of Medicines

These charts are designed to show those parts of the Department (and individuals) that had some connection with BSE, and their place in the organisation. They intentionally omit parts of the organisational structure that had no involvement with BSE.

This Chart shows the basic structure of the Medicines Control Agency, which took over from Medicines Division in April 1991. The MCA finally became an Executive Agency in July 1991 and until this time the reporting lines of the Medicines Division were related.
Chart 3: Department of Health 1992–94

Secretary of State

Ministers

NHS Management Executive Finance Group
NHS Management Executive Operations Group
NHS Management Executive Personnel Group Director of Personnel (G2) E Caines

Research Management Division – R&D Directorate in 1993 Director of R&D Professor Pecham

Family Practitioner and Medicines Group B Rayner (G2)

Health and Personal Social Services Group T Heppell (G2) Dr J Metters (joint chair)
The HPSS Group was chaired jointly by Mr Heppell and Dr Metters, on a 6-monthly rotation

Salute Office P K J Thompson (G2)

DCMO Dr Abrams (G2) until 1994
Same responsibility for BSE/CJD through line management of HEF(M)

DCMO Dr D Watford until 1993
Main responsibilities were providing medical input to the Executive and to deputise for the CMO
No involvement with BSE

DCMO Dr J Metters (G2) Assisted the CMO in advising Ministers. Medical staff reporting to Dr Metters included Dr Wight, the DH observer at SEAC

Chief Medical Officer Dr (Baron Sir) K Calman

Chief Executive Office Dr K Jones

See Chart 3A & 3C

Procurement Directorate Director of Procurement and Distribution E Sutherland (G2) 93

Director of Research Management Dr W Burroughs from 91–94

Deputy Director of Research Management Dr H Piccles (G4) Jul 91 – Sep 93

Medical Devices Directorate A Barton

Chief Scientific Officer Dr P Woodford and Dr P Greenway from Jul 93

Commercial Division

Administrative Division

These charts are designed to show those parts of the Department (and individuals) that had some connection with BSE, and their place in the organisation. They intentionally omit parts of the organisation that had no involvement with BSE.
Chart 3A: Health and Personal Social Services Group, 1992

T S Heppell (G2)/Dr J Metters (joint chair)

- Environmental Health and Food Safety Division
  - Miss R D B Pease (G3) (to Jul 92)
- Priority Health Services Division
  - C H Wilson (G3) (to Jul 92)
- Children, Maternity and Prevention Division
  - N H Hale (G3)
- Community/Children's Services Division
  - T Luce (G3)

EHF1 Hospital Scientific and Technical Services
P Kendall (G3)

EHF2 Food Safety and Hygiene, including microbiological safety
J A Parker (G3)

EHF3 Food safety and food hazard management
Ms L Leekyer (G3)

EHF4 Environmental Health
Mrs M Fry (G3)

These charts are designed to show those parts of the Department (and individuals) that had some connection with DSE and their place in the organisation. They intentionally omit parts of the organisation that had no involvement with DSE.
Chart 3B: Health and Social Services Group, 1993–94

These charts are designed to show those parts of the Department (and individuals) that had some connection with BSE, and their place in the organisation. They intentionally omit parts of the organisation that had no involvement with BSE.

Health Aspects of the Environment and Food
- Administrative: B Bridges
- Medical SPMO: Dr J H Sleeman (G3) (1993), Dr G Jones (G3) (1994)

- HEP(A)1: Health Laboratory Service
  - C P Kendall (G5)
  - Administrative input for PHU, ACOI, and membership of ELGRA

- HEP(A)2: Food Safety and Hygiene including microbiological safety
  - R Cunningham (G5)
  - Took on responsibility for BSE/CJD in 1993. Role involved monitoring the position and managing more junior civil servants, not involved in policy-making

- HEP(A)3: Food Safety policy and Hazard management including BSE
  - L Lockyer (G5)
  - Little involvement with BSE matters

- HEP(A)4: Nutrition – including infant feeding
  - M Fry (G5)

- PMO: Microbiology
  - Dr R Skinner (G4)

- PMO: Environmental Chemicals and Radiation
  - Dr F Smokes (G4)

- PMO: Toxicology
  - Dr G E Diggle (G4)

- SMO: Dr A Wight (G5)
  - Took over responsibility for BSE in autumn 1991, responsible for day-to-day handling of BSE in DH. Included role as DH observer on SEAC

- Chief Environmental Health Officer
  - E W Kingscott
  - Responsible for giving advice on enforcement

- T Murray (GS) Administrative responsibility for BSE and SEAC secretariat to February 1993

- C Lister (G7)
  - From February 1993, took over administrative responsibility for BSE and SEAC secretariat

Health Care Division
- Administrative: Miss R D Pease (G3)
- Medical SPMO: Dr J L Reed (G3)

Community Services Division
- Dental Division

Pharmaceutical Division
- Health Promotion Division

Administrative: T S Heppell (G2)

N.B. the Medical SPMOs, responsible for the medical side of each division, reported to the Grade 2 DCMDs

SPMO: Dr E Rubery
  - Responsible for policy on communicable diseases such as HIV. Limited involvement with policy on vaccination

SPSO: Dr R Fielder (G4)
  - Member of CEC’s independent expert advisory committee on the safety of cosmetic products. Promoted to GS in 1994

Medical: N M Hade until 1994

THE ORGANISATION OF MAFF AND DH, 1996–96
Chart 4: Department of Health, April 1995 to 1996

These charts are designed to show those parts of the Department (and individuals) that have some connection with BSE, and their place in the organisation. They intentionally omit parts of the organisation that have no involvement with BSE.
Chart 4A: Health Aspects of Environment and Food Division, April 1995 to 1996

These charts are designed to show those parts of the Department (and individuals) that had some connection with BSE, and their place in the organisation. They intentionally omit parts of the organisation that had no involvement with BSE.

HEF1
Microbiology of Food; Food Hygiene; zoonoses; microbiological risk assessment

PMO
Dr R Skinner (G4)

SMO
Dr A Wight (GS)
Microbiological Food Safety; spongiform encephalopathies, responsible for day-to-day handling of BSE, including role as DH observer on SLAC

Chief Environmental Health Officer (GS)
E W Kingcott
Food hygiene enforcement policy, food hazard warning system, liaison with local authorities on food hygiene

C Lister
(Temporary G7)
DH SEAC Secretary until November 1995. Succeeded by M Skinner

HEF2
Nutrition; PHELS and NIBSC; Communicable disease control

M Fry

HEF3
Health Aspects of environmental issues; toxicology

P Kendall (G)
Previously, DH representative on ILGRA. From April 95, took on responsibility for medical and scientific staff on chemical hazards and retained membership of ILGRA

HEF4
Non-food toxicology; pesticides and veterinary drugs

Dr E Rubery (G3)
Lead for DH policy on health implications of BSE. Supporting CMO in production of advice to DH Ministers. Policy advice to Ministers via Permanent Secretary

Dr E Smale (G4)