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## Foreword by the Chief Executive

This plan sets out the important issues we will address during the business year to meet the in-year elements of our Corporate Plan, our commitments to the Department of Agriculture and Rural Development (DARD) and our other customers and our own strategy for sustainability and growth.

Our overarching aim will be to continue to implement strategies for maximising our scientific excellence and innovative approaches to problem solving and the efficient delivery of scientific services to our customers. These services are carried out to the highest possible accreditation and quality standards by skilled and motivated staff, deploying cutting edge technologies.

The increasing recognition of the AFBI brand, as a provider of scientific services, enables us to gradually reduce our dependence on income from DARD. We have a range of public (including the EU) and private sector customers. We continue to devote more effort to managing these customers and on increasing the nature and extent of our customer base. This will assume greater importance as each year passes with increased pressure on DARD and other public sector budgets and the spread of the policy for cost-sharing of services provided to the agri-food sectors.

That said, during 2008/09 we achieved formal recognition within the EU as a valid “standalone” scientific body. This is very significant for AFBI, both in terms of our wider recognition as a relatively new non departmental public body (NDPB) but also in terms of providing direct access to EU research funding. During the current recession and the pressures on national public sector funding and the need for greater efficiency within the private sector, AFBI in fact now has direct access to a significant source of public sector funding that was inaccessible previously. I am pleased to say that we have 7 EU research applications currently under consideration in Brussels with the prospect (if most are successful) of generating additional income of around £0.5m in 2009/10.

It is reassuring to note that, at this juncture, we have not seen any indication of adverse impact of the recession on the level of business with the commercial sector in terms of their readiness (and need) to obtain specialist scientific services from AFBI. This probably reflects the fact that our commercial customer base is not centred on the manufacturing or retail sectors which are the most vulnerable sectors in the early stages of recession. We, however, are developing and enhancing our approach to the market and will devote increased staff resources to this aspect within Corporate Services Division.




Some of our notable achievements in 2008/09 include the opening of a new Environment and Renewable Energy Centre at Hillsborough. The Centre has already initiated a wide-ranging renewable energy research programme and continued funding has been awarded from the Innovation Fund to take this forward over the next three years. Another first for AFBI was the holding of our first international conference and exhibition on Renewables in October 2008, with the theme of "Global Issues – Community Solutions". Local and international delegates gathered at the Slieve Donard Hotel to engage with a distinguished list of invited speakers from the United States, Europe, the UK and Ireland.

The signing of the Memorandum of Understanding with the Chinese Academy of Agricultural Sciences, China's largest and most prestigious agri-food research institute is an indication of the standing of AFBI's scientists within the science community. AFBI is the first organisation in the UK to sign a Memorandum of Understanding with the Chinese Academy of Agricultural Sciences.

In 2008 AFBI also received an award of £990,000 from the fourth round of the Public Sector Research Exploitation initiative from the Department for Innovation, Universities and Skills.

During 2008/09, AFBI was called upon to provide rapid and sustained scientific advice and analytical services on the dioxin emergency. This involved intensive work by specialist AFBI staff, working into the night and over weekends to develop sophisticated new tests for polychlorinated biphenyl (PCB) residues in pig and dairy cattle tissues and slurry. I highly commend the AFBI staff involved for their expertise and dedication in demonstrating once again AFBI's unique capability to respond effectively to such emergencies in support of the DARD Minister, the agri-food industry and the wider community. This achievement aligns closely with our corporate objective no. 2 and highlights the type of emergency that AFBI remains on constant alert to respond. Aspects of this work are continuing into 2009/10.

I believe AFBI has come a long way in a relatively short time period. Many of the business approaches that I have referred to are new to us and I am very encouraged to see how enthusiastically they are being adopted by our skilled scientists who continue to deliver a high quality service in this different and continually changing business-orientated environment. One of AFBI's great strengths is our ability to interpret results, to provide expert advice and to participate in problem solving, across a wide range of disciplines rather than simply completing scientific tests. Our research scientists were engaged in some 116 DARD-approved R&D projects in 2008/09, a significant proportion of which were part-funded by industry and the EU.



I am pleased to report that we are developing Business, People and Estates Strategies. A number of project teams involving individuals from a wide range of grades from across the AFBI divisions are taking this forward to ensure that all staff are able to engage in this process. These are substantive projects that will come to fruition over the next few years (from 2010/11 onwards), although interim work on a "Morale and Motivation" study will provide results in late summer 2009.

It has already been alluded to that customer care is a core element within the Business Strategy and therefore one project team is focusing on the development of policies and mechanisms to enhance the customer care we provide to customers.

Our Corporate Plan and associated Business Plans are based on the assumption that DARD's overall need for scientific services will continue at the same order of magnitude. We must take account of the need for increased efficiency (see Appendix 3) and the evolving policy on cost sharing in the provision of statutory services. AFBI is continuing to work with its public sector customers to agree or refine Memoranda of Understanding (MoUs) and Service Level Agreements (SLAs) that describe and define the work we undertake for them. SLAs provide a mechanism for formally documenting a public sector customer's service requirements and standards from AFBI within agreed budgets. These agreements will also facilitate in-year changes that may arise. We monitor and report on the achievement of performance against targets and budget on a regular basis.

We have five major MOUs in place (QUB, UU, Chinese Academy of Agricultural Sciences, Teagasc, North Carolina State University) and others nearing completion (e.g. UCD). Whilst a significant amount of work on the DARD/AFBI MoU was undertaken in 2008/09 it is anticipated that this will not be signed off until September 2009. The DARD AFBI MoU will provide key information on the provision of core science services, emergency response and research and development delivered by AFBI to DARD. It should however be noted that a number of SLAs already exist for specific areas of work that AFBI undertakes for DARD customers.

One of AFBI's major aims continues to be the maintenance of an emergency response capability (across a range of disciplines and expertise) to DARD and other local and national public bodies. Agreement on the in-year work programme must continue to be reached in the context of maintaining "critical mass" to ensure emergency response capability on a number of fronts, including access to a range of "cutting edge" technologies.

Finally, I must refer to other significant changes to our support systems that will continue to pose a challenge to staff until they are fully embedded in our day-to-day operations. The introduction of HR Connect in late 2008 will continue to impose an administrative load until it becomes trouble-free and fully operational in 2009/10. AFBI will introduce a new accounting system, Account NI, on 6 April 2009. This will be a new modus operandi for staff in the ordering and payment of goods and services and will impose an administrative burden until it becomes a smooth-working and routine system. Other major changes to our financial systems include the introduction of International Financial Reporting Standards (IFRS). Our 2008/09 accounts are to be restated in accordance with IFRS Standards and from 2009/10 our accounts are to be prepared in IFRS format. Significant work to prepare for the introduction of IFRS was undertaken in 2008/09.

The year 2009/10 will be a busy one as AFBI continues to address its delivery of scientific services to a diverse customer base. We must work hard to enhance our income from non-DARD sources but I am confident that the abilities and enthusiasm of our skilled workforce mean that we are well-placed to bring our 2009/10 Business Plan to fruition.



Dr George McIlroy  
Chief Executive Officer

## Introduction

### Status

AFBI is an executive Non-Departmental Public Body sponsored by the Department of Agriculture and Rural Development (DARD). It is governed by an independent Board, with operational responsibility for its activities resting with the Chief Executive. It is subject to the overall direction of the Minister with responsibility for Agriculture and Rural Development.

### Functions

The Agriculture (Northern Ireland) Order 2004 created AFBI to undertake a range of statutory analytical and diagnostic and other scientific work - including research and development, across a range of agri-food and other disciplines - for DARD, other government bodies and the private sector.

## Management, Accountability and Corporate Governance

### Chairman and Board Members

The Chairman and Board members are non-Executives, appointed in accordance with the Code of Practice of the Office of the Commissioner of Public Appointments for Northern Ireland. The Board meets on a monthly basis as well as participating in sub-committee and other events that occur during the year.

The Board has set up 2 sub-committees: (a) the Audit and Risk Management Committee, (b) the Remuneration Committee. These sub-committees meet quarterly and report to the AFBI Board.

### The Senior Management Team (SMT)

The Executive SMT is comprised of the Chief Executive, each of the 3 Deputy Chief Executives who head the 3 scientific divisions, the head of Corporate Services, the Accountant and the Business Manager. SMT meets monthly and reports to the AFBI Board. Members of SMT attend Board meetings.

### Audit

AFBI contracts-in the provision of its Internal Audit Services. AFBI Internal Auditor's operate to standards defined in the Government Internal Audit Manual Our sponsor Department's Internal Auditors quality assure our Internal Audit function. The Northern Ireland Audit Office undertakes an annual external auditor of AFBI.

### System of internal control

The system of internal control is based on an ongoing process designed to:

- identify the principal risks to the achievement of AFBI policies, aims and objectives;
- evaluate the likelihood of these risks being realised;
- assess the potential impact of these risks; and
- manage them efficiently, effectively and economically.

### Capacity to handle risk

AFBI aims to manage risks at the lowest level at which they are controllable. To this end, in 2008/09 the Institute completed a review and revision of its Risk Management Strategy and introduced an improved process for managing risk. Appropriate procedures are in place to ensure that the Institute has identified its objectives and risks and determined a control strategy for each of the significant risks. Risk ownership has been allocated to the appropriate staff, and we have a framework in place to ensure that risks are managed to minimise their potential impact on the achievement of the Institute's objectives.

The AFBI non-executive Board receives monthly exception reports of new risks or significant changes to existing risks. The Audit and Risk Committee receives and reviews the corporate risk register four times a year.

Each of the Divisional Heads prepares a stewardship statement every 6 months providing assurances to the CEO in support of the Statement on Internal Control. These statements give assurances that the necessary controls are in place in each of the business divisions.

## Organisation and Human Resources

AFBI has a complement of 793 full time equivalent staff for 2009/10 including administrative, scientific and industrial grades. This represents the staff resource that will be deployed to address AFBI's work programme in 2009/10. Staff are located at the Institute's headquarters at Newforge Lane, Belfast and at 6 other locations across Northern Ireland. Details of the current organisational structure and office locations can be found in Appendices 1 and 2.

## Vision

To be an internationally recognised and successful centre of excellence for scientific research and services in the biosciences.

## Our mission

AFBI's mission is to deliver effective, high quality scientific services in the bio-sciences field to local, national and international public and private sector customers.

The growth in the scale of diversity and complexity of scientific knowledge means that no single institution can handle all aspects of science. Increased involvement and strategic partnerships with other science funders and providers is essential and we continue to form partnership links with relevant funding bodies and Universities, and will continue to sit on appropriate national and international research bodies.

We place particular emphasis on marketing our expertise and skills to wider markets, seeking to develop new opportunities with existing and new partners. We conduct horizon scanning to seek to identify opportunities to provide science services, for participating in research and development and for identifying potential funding routes to ensure our continued position within the global scientific community. We take full advantage of global research that has potential wider application in the local, national and international contexts.

## Business Priorities for 2009/10

Our key business priorities for the 2009/10 business year contribute to the achievement of our strategic aims.

As we widen our customer base we will seek to achieve £10.50m of non-DARD income. Allied with this, we will refine our commercialisation strategy, for the exploitation of our intellectual property (IP).

We will put in place agreements to participate in at least three important collaborative scientific projects. The aim of this multidisciplinary approach is to more effectively and innovatively solve complex problems and to attract new funding streams.

We must enhance our management of all our customers by developing effective customer care mechanisms.

We recognize the need to ensure that our facilities consistently achieve the ever more stringent accreditation standards and enable us to deliver scientific services for our customers at best value.


In 2009/10 we will finalise an AFBI Estates Strategy, setting out our future plans. We shall also continue our engagement with our Sponsor Department so that we can progress the development of a business case for a new animal pathogen laboratory to Specified Animal Pathogens Order (SAPO) 4 standard. Work continues on the refinement of an AFBI Asset Strategy and it is hoped this will be presented to the AFBI Board and DARD in autumn 2009.

We will implement the new accounting system Account NI and achieve all in-year targets set by DFP in the implementation of International Financial Reporting Standards (IFRS). The focus of financial management to ensure we continue to comply with best corporate governance practice.

We will maintain expenditure within agreed budgets and plan to deliver £1.42m efficiency savings in 2009/10. We anticipate other reductions to our statutory testing, as a result of changes to the animal health testing regime. We will continue to seek new work to ensure that our resources are fully and effectively employed.

The commercialisation strategy for the exploitation of our intellectual property (IP) is to be further refined to clearly define targets for commercialisation and to enable us to implement our approach to rewarding staff for innovation in a consistent manner. Staff are our most valuable asset and we will strive to have a business case for the underpinning Rewards to Staff Scheme agreed by DARD and DFP by 31 July 2009 that will enable us to implement the recommendations of the Baker Report to the Minister of Science and Financial Secretary to the Treasury entitled: "Creating knowledge creating wealth. Realising the economic potential of public sector research establishments." August 1999.

We will continue to strive to manage absenteeism to continue to achieve a level of less than 8.5 days per whole time equivalent per annum.



We will produce a new Business Continuity Plan in order to assure customers of our capability to respond to potential business disruptions during emergencies. We will analyse, review and report our response to the dioxin emergency which commenced in 2008/09. The review will seek to identify how our systems might be strengthened and to determine if there is scope for the provision of an enhanced service in the event of a future emergency. We will also develop a plan to test our Contingency Plan (in autumn 2009) in order to evaluate our capability to respond to potential emergencies.

# Agri-Food and Biosciences Institute Environment and Renewable Energy Centre

## Business Plan for 2009/10

### Corporate Objectives and Targets for 2009/10

There are 5 corporate objectives set out in the published AFBI Corporate Plan 2008-2011. In this Business Plan, each objective has associated targets for 2009/10 and these targets mean that AFBI is on schedule to attain all of its corporate objectives by the end of 2011. (A summary of the achievement of 2008/09 targets is provided in Appendix 5.)

Each corporate objective has an associated background and context.

#### 1. To sustain and grow our business spectrum.

This target is set in the context of historical and predicted decline in the Grant-in-Aid received from DARD:

2006/07: £41.03m  
2007/08: £40.92m  
2008/09: £38.73m  
2009/10: £31.72m.

Income from non-DARD sources has increased over the same period:

2006/07: £6.19m  
2007/08: £8.24m  
2008/09: £9.50m  
2009/10: £10.50m

This has enabled the work programme to continue, for increased costs (including pay rises) to be met and the staff resource to be maintained.

Our experience to date indicates that, while we have been successful in increasing income from the UK commercial sector, that market area may not sustain continued annual increases that have been seen to date. We feel it is prudent to strive to develop wider markets for our specialist scientific services and have some evidence that there is significant potential to do so. Marketing work to be initiated in 2009/10 should help quantify the potential.

A key element in sustaining and growing our business is our specialist staff resource. We intend to meet Government policy objectives for staff in PSREs to be incentivised to maximise the commercialisation of publicly-funded research by introducing a "Rewards to Staff" Scheme during 2009/10.

*The 2009/10 figure of £31.72m is the opening baseline at 1 April 2009 and is subject to change in-year. The figures for the previous three years are the final baselines at 31 March each year.*

## 2. To deliver high quality, cost-effective scientific, economic and emergency response services to our customers.

All our scientific services must be delivered to exacting quality standards. In common with other GB Departments, our research is now certified to ISO 9001 standard. This means we are eligible to bid for Govt-funded research. Our wide range of customers require that results delivered to them are derived in laboratories and using techniques and procedures that meet appropriate national and international scientific quality standards and AFBI has a wide range of such certified standards granted by the relevant bodies. There is a significant overhead associated with the maintenance of such standards, both in terms of staff resources and physical infrastructure. Staff engaged in specialist science and in the administration of quality standards must be trained (and refreshed periodically) as appropriate and evidence of such training is itself an integral part of attaining and maintaining standards. Appendix 4 provides an indication of the quantum of tests that AFBI anticipates providing for customers in 2009/10.

## 3. To be the preferred partner or contractor in our delivery of local, national and international scientific services.

It is essential for AFBI to be able to judge its performance against analogous institutions nationally and internationally. There are several quantifiable mechanisms that can provide useful measurement, benchmarked against our competitors and collaborators. One measure is the annual number of scientific (and economic) refereed papers accepted for publication in internationally recognised scientific/economic journals. For purely research-based organisations, 2 publications per researcher per annum is considered to be good and is the sort of average AFBI must attain as an independent measure of research quality by the wider scientific community. We have set our 40 FTE researchers a target of 100 publications in total (an average of 2.5).

There is much mutual advantage in forming and maintaining formal collaborative agreements with appropriate scientific institutions locally, nationally and internationally. Such agreements offer the prospect of sharing expertise and facilities and exchanging staff. In this way value for money can be better achieved and this approach enables organisations to attract funding that might otherwise be unattainable. Most importantly they facilitate joint, collaborative bids for third party funding (which is an essential pre-requisite for EU funding) and thus greatly facilitate AFBI's sustainability. Therefore AFBI must strive, on these various fronts, to become a preferred partner for public and private sector organisations.

4. **To maintain the necessary skills and resources to be able to provide services, including an emergency response, that meets the agreed requirements of customers.**

AFBI's ongoing work programme, especially that undertaken for DARD, ensures that in most potential emergencies in the agri-food and agri-environment spheres our staff will have the necessary skills, experience and facilities to respond rapidly and effectively. Experience in responding to emergencies has been built up over recent years (e.g. FMD, dioxins, etc.). However, our response capability for the future is critically dependant on a "critical minimum mass" of skills, experience and facilities being immediately available to be re-deployed from the ongoing non-emergency work programme at the time.

We will embark on the development of a computer-based model that can be run on a range of realistic "what if" emergency scenarios so that the required resources and skills (i.e. the required, ongoing "critical minimum mass") can be quantified and utilised in business planning in both AFBI and DARD.

We recognise that public funding for capital projects is restricted (and is likely to become more so during the recession). However, decisions on a new animal pathogen laboratory to SAPO4 standard can only be taken when an appropriate business case is available for assessment. AFBI will brief DARD on the need for such a facility, on the nature and extent of the work to be undertaken in such a facility, the associated risks and mitigations so that the latter can make informed decisions.

5. **To seek to continually improve the management of our business and deliver services that are value for money.**

VFM continues to be the major element in our business decisions and the targets listed under this objective illustrate this central tenet.



**Table 1: Summary of Targets for 2009/10**

Key Strategic Objectives	2009/10 Targets
1 To sustain and grow our business spectrum.	<p>To achieve £10.50m of non-DARD income by 31 March 2010;</p> <p>To develop and obtain AFBI Board approval by 31 August 2009 for a 3-year marketing plan (2009/10 – 2011/12);</p> <p>To develop and communicate a customer management framework by 31 August 2009</p> <p>To have an agreed Memorandum of Understanding (MoU) and Work Programme with DARD, by 30 September 2009;</p> <p>To increase income from non-UK customers by £0.5m (around 7%), by 31 March 2010.</p> <p>To have a business case for a Rewards to Staff Scheme agreed by DARD and ready for issue to DFP by 30 April 2009.</p>
2. To deliver high quality, cost-effective scientific and economic services to our customers.	<p>To finalise an AFBI Estates Strategy by 31 December 2009;</p> <p>The newly-appointed Training Development Officer will draw up a staff training plan for consideration by AFBI SMT, by 30 June 2009;</p> <p>To review and assess the specialist scientific equipment across AFBI to determine its fitness for purpose and to identify future needs, by 31 August 2009.</p>

3. To be the preferred partner or contractor in our delivery of local, national and international scientific services.

To have 3 new agreements for collaborative partnerships, by 31 March 2010;

To conduct a market analysis of the public sector and the agri-food private sector in NI to identify their requirements for the next three years and establish potential for additional provision by AFBI, by 30 November 2009;

To have 100 scientific papers accepted for publication in the refereed scientific literature, by 31 March 2010.

4. To maintain the necessary skills and resources to be able to provide services, including an emergency response, that meets the agreed requirements of customers.

To identify 4 specialist information and/or training events in emergency response and to ensure these are attended by appropriate AFBI staff, by 31 March 2010;

To begin work (which may extend into 20010/11) on developing a computer-based model to assist the identification of skills and resources required for AFBI's response to a range of possible emergencies, by 31 March 2010;

To develop an over-arching Business Continuity Plan and Business Continuity Policy in order to maximise our capability to respond to potential business disruptions during emergencies, by 31 August 2009;

To analyse, review and report our response to the dioxin emergency in 2008/09 to identify the potential for increased efficiency and effectiveness in a future emergency, by 31 October 2009;

To review and develop a plan to test our Contingency Plan in order to test our capability to respond to potential emergencies, by 31 October 2009.

To further progress an expenditure appraisal for a new animal pathogen laboratory to SAPO4 standard by 31 March 2010;



5. To seek to continually improve the management of our business and deliver services that are value for money.

To achieve efficiency savings within the Comprehensive Spending Review of £1.42m whilst accommodating changes to the BSE testing regime and new work on a badger survey, by 31 March 2010;

To manage absenteeism to ensure we achieve less than 8.5 days per annum per whole time equivalent, by 31 March 2010;

To implement the new accounting system Account NI by 30 April 2009;

To ensure that costing system is aligned to operate effectively with Account NI, by 31 Dec 2009;

To introduce and manage an enhanced management system for the timely invoicing, receipt, monitoring and reporting of cash income from commercial customers, by 31 May 2009;

To implement IFRS in line with the DFP implementation plan, by 31 March 2010;

To maintain expenditure within resource limits and to agreed budgets;

To produce unqualified accounts for 2008/09.


## AFBI Budgets

AFBI and DARD have agreed a three year baseline budget that maintains the budget for the DARD work programme during 2008/09 to 2010/11. The agreed baseline for 2009/10 takes into account efficiency savings during this period and AFBI and DARD have agreed the reallocation of available resources to the higher priority work areas. Increased income from non-DARD customers will ensure AFBI maintains a critical mass of skilled scientific staff with progressive career structure and opportunity.

**Table 2: AFBI Budget 2009/10**

Description	£'000s
<b>Expenditure</b>	
<b>Resource Expenditure</b>	
Salaries & wages	25,400
Administration costs	6,813
Programme	9,958
DARD Lease	6,720
<b>Capital Expenditure</b>	
Capital equipment	1,322
Ring-fenced Capital Grant	100
Gross Expenditure	50,313
<b>Income</b>	
<b>Resource Income</b>	
Resource Grant-in Aid	30,675
DARD Lease	6,720
Ring-fenced Resource Grant in-Aid	1,040
Non-DARD income	10,456
<b>Capital Income</b>	
Capital Equipment	1,322
Ring-fenced Capital Grant	100
Gross Income	50,313

Note: The budget represents the opening position and in-year adjustments can be made in monitoring rounds.



In 2009/10 AFBI anticipates receipts of £10.50m from a variety of public and private customers. The DARD work programme is the balance of expenditure funded through grant-in-aid.

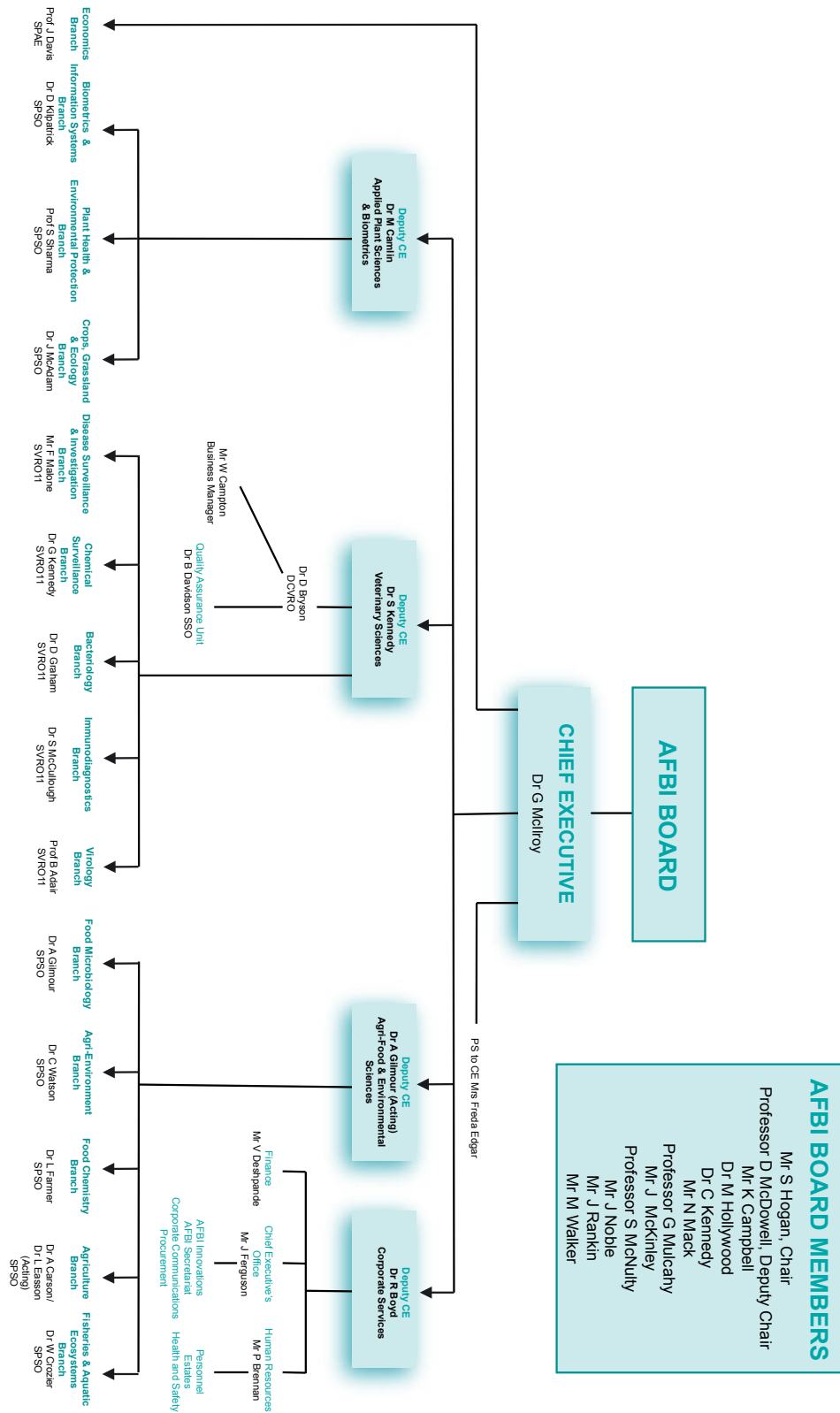
### Monitoring and Reporting

The AFBI Senior Management Team (SMT) and the AFBI Board will monitor performance against the key strategic objectives and targets set for 2009/10. If it appears that the achievement of key targets may be at risk, due to factors outside the Institute's control, the Chief Executive will consult with the Head of the DARD Sponsoring Branch about options for remedial action. In these or other circumstances, it may be necessary to review the Business Plan during the year and make changes in policies, resources or priorities. The Business Plan is subject to formal in-year and year-end reviews by DARD, the DARD Minister and Permanent Secretary, in discussion with the AFBI Chair and Board.

Regular monitoring and reporting to DARD Sponsor Branch will include the reporting of financial expenditure against budget profile on a monthly basis to AFBI Board and sponsor branch, with quarterly monitoring to DARD Finance. There will also be monthly reporting of progress expenditure on capital projects and reporting performance against business plan targets on a quarterly basis to sponsor branch along with an Assurance statement. Risk Management is addressed via monthly exceptions reporting to our sponsor Department and provision of revised CRR on quarterly basis.

Following the end of the financial year, the Chief Executive will publish an Annual Report and Accounts which is laid before the Northern Ireland Assembly. The Report will review the Agency's activities during the year and will comment specifically on its performance against the key targets set by the Minister.

## Appendix 1: Organisation Chart



## Appendix 2: AFBI offices

AFBI Headquarters  
18a Newforge Lane  
Belfast  
BT9 5PX  
Tel 02890255  
Fax 02890255

AFBI Stormont  
Stoney Road  
Belfast  
BT4 3SD

Tel: 02890 520011  
Fax: 02890 525773

AFBI Omagh  
43 Beltany Road  
Omagh  
BT78 5NF

Tel: 02882 243337  
Fax: 02882 244228

AFBI Crossnacreevy  
50 Houston Road  
Crossnacreevy  
Castlereagh  
Belfast  
BT6 9SH

Tel: 02890 548000  
Fax: 02890 540001

AFBI Loughgall  
Manor House  
Loughgall  
Armagh  
BT61 8JA

Tel: 02838 892300  
Fax: 02838 892333

AFBI Hillsborough  
Large Park  
Hillsborough  
Co. Down  
BT26 6DR

Tel: 02892 682484  
Fax: 02892 689594

AFBI Bushmills  
River Bush Salmon Station  
Church Street  
Bushmills  
BT57 8QJ

Tel: 02820 731435  
Fax: 02820 732130

## Appendix 3: Efficiency Delivery Plan

As part of the Budget 2007 process, DARD has a target to deliver cash releasing efficiencies of at least £36.5m over the 3 year period from 2008/09 to 2010/11. An element of the overall DARD plan is reductions in the Grant-in-Aid to AFBI.

In 2009/10 the reduction in our Grant-in-Aid is £1.42m. To achieve this:

1. AFBI will cease work in a number of areas - to be agreed with DARD and reflected in the DARD/AFBI SLA which is to be finalised by 30 September 2009. The staff resources working in these areas will be re-deployed to work funded by non-DARD sources (estimated savings in 2009/10 of £300k).
2. A number of DARD work areas will be delayed and/or deferred by agreement with DARD and staff will either not be recruited or staff in post redeployed to work funded by non-DARD sources. (Estimated savings to DARD of £400k.)
3. AFBI will attract additional non-DARD funding (estimated £670k) to allow staff redeployment. Some of this (e.g. EU funding) will align with DARD objectives and in such cases will reduce DARD expenditure. It should be noted that DARD's responsibility and cost sharing Animal Health and Welfare policy is not fully implemented yet but AFBI will deliver the anticipated efficiency savings of £355k from 2009/10 onwards.
4. Estimated savings of £50k will be delivered through further centralisation of procurement activities throughout AFBI.

AFBI has already transferred some staff from Grant-in-Aid areas to work funded by the Innovation Fund and has introduced a workforce planning regime whereby all posts must be assessed against continuing funding for a minimum of three years. This is supported by monthly statistical reports showing current staff in post figures with associated salary profiles, and confirmed recruitment competitions, resulting in savings of £65k in 2009/10.

## Appendix 4: Analytical and Diagnostic work for 2009/10

### Indicative Sample Numbers

The numbers of tests are not targets. They are indicative only.

Overall numbers in the testing programme:

	DARD		Other GB/NI Depts	Private
	Statutory	Surveillance/ Diagnostic	Statutory	
AFESD	5,000 to 6,000	-	1,000 to 1,200	14,000 to 16,000
APSD	3,500 to 4,000	-	1,000 to 1,500	500 to 600
VSD	1,600,000 to 1,900,000	140,000 to 170,000	1,000 to 2,000	230,000 to 270,000
Total	1,609,500 to 1,911,000	140,000 to 170,000	3,000 to 4,700	244,500 to 286,600

## Appendix 5: Outturn against 2008/09 targets.

Target	Outcome
<p><b>Target 1.1: To generate income of over £8.5 million from non-DARD sources by 31 March 2009.</b></p> <p>To carry out work on externally funded contracts and accrue income of over £8.5 million from all non-DARD sources by 31 March 2009.</p> <p>To gain equal recognition with the NI Universities as a knowledge provider through Invest NI and Enterprise "Innovation Voucher Schemes" by 31 March 2009.</p> <p>To take part in at least one trade mission to raise awareness of AFBI's work and form relationships with commercial companies by 31 March 2009 such that increased commercial business is secured in the longer term.</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p>
<p><b>Target 1.2: To communicate the value of AFBI's work to a wider audience of stakeholders.</b></p> <p>To draft a communications strategy for AFBI focusing on increasing customer awareness of AFBI's service provision, by 31 March 2009.</p> <p>To recruit a Marketing Consultancy (via the CPD Framework system) for a specified time period to address specific marketing objectives.</p> <p>To publicise AFBI's EU recognition with a launch event during December 2008.</p>	<p>Achieved</p> <p>Ongoing</p> <p>Not pursued</p>



Target 1.3: To develop a Business Strategy by 31 March 2009 that seeks to ensure that existing business is sustained and to expand non-government funded contracts and partnerships.

To identify 3 potential new areas of scientific business by 31 January 2009.

Achieved

To develop a commercial development plan for at least 1 new area of business by 31 March 2009.

Achieved

Target 1.4: We will use Public Sector Research Exploitation funding to develop and implement a strategy for identifying, evaluating, protecting AFBI's Intellectual Property (IP) to enable us to realise a commercial advantage.

To update AFBI IP Policy by 31 March 2009 and develop a commercialisation strategy by 31 March 2009.

IP policy pending

To identify 3 current AFBI scientific technologies with potential for commercialisation by 31 March 2009.

Achieved

To develop commercial development plans for at least 2 of the above AFBI technologies by 31 March 2009.

Achieved

<p><b>Target 2.1: To improve AFBI's customer relationship management through SLAs and implementation of customer satisfaction measures.</b></p> <p>By agreeing a Service Level Agreement (SLA) with DARD covering the period 2008 – 2011 by 31 March 2009 delivering the work programme to agreed metrics and within a budget of £30.359 million.</p> <p>By agreeing a SLA with the Northern Ireland Environment Agency by 31 March 2009.</p>	<p>Now targeted for 30 September 2009</p> <p>Achieved</p>
<p><b>Target 2.3: To ensure staff have the skills and training to be able to deliver an effective emergency response to meet agreed customer standards/requirements.</b></p> <p>To review and update the AFBI Corporate Contingency Plan defining the emergency response requirements of specific customers by 31 March 2009.</p> <p>To ensure at least 75% of the appropriate staff undertake the necessary training by 31 March 2009.</p>	<p>Not achieved</p> <p>Achieved</p>
<p><b>Target 2.4: To establish a Business Continuity Management (BCM) system within AFBI</b></p> <p>To establish a BCM Project Team and provide appropriate training by 31 March 2009;</p> <p>To commence development of an AFBI BCM Policy by 31 March 2009;</p> <p>To undertake a thorough Business Impact Analysis and Risk Analysis by 31 March 2009;</p> <p>produce Crisis/Incident Management Plans, Business Continuity Plans and Business Unit Resumption Plans for targeted work areas within AFBI by 31 March 2009.</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Now scheduled for 31 July 2009</p>



Target 3.1: To carry out work on customer agreed R&D projects in accordance with accredited standards	Achieved
<p>Target 3.2: To develop the BioRefining of Grass for Business growth</p> <p>To complete a preliminary "Bench study" by 31st December 2008, to help identify the research opportunities for Grass Bio-refining Project under the Chancellor's Innovation Fund.</p>	Achieved
<p>Target 3.3: To retain ISO for AFBI R&amp;D</p> <p>To continue to lead through Biometrics and Information Systems Branch the ISO accreditation of AFBI R&amp;D up to 31st March 2009.</p>	Achieved
<p>Target 3.4: To increase awareness of AFBI in business and scientific communities.</p> <p>To participate in 5 major exhibitions (like the National Ploughing Championships and the Balmoral Show) in 2008-09, that are relevant to AFBI's work.</p> <p>To deliver a conference on renewable energy by 31st October 2008.</p> <p>To publish 100 refereed papers in scientific journals during 2008-09.</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p>

<p>Target 4.1: To prepare a People Strategy by 31 March 2009;</p>	
<p>To implement the HR Connect model for personnel support service and disengagement from the Department's personnel support service by 31 March 2009.</p>	<p>Achieved</p>
<p>To implement the HRConnect business partnership model by 31 March 2009.</p>	<p>Achieved</p>
<p>To review the centralization of the staff welfare function within the civil service and therefore the need for AFBI to establish either a service provider or its own in-house service, by 31 March 2009.</p>	<p>Achieved</p>
<p>To establish an Equal Opportunities function by 31 March 2009.</p>	<p>Not achieved</p>
<p>To manage absenteeism to achieve less than 8.5 days per annum per whole time equivalent by 31 March 2009.</p>	<p>Achieved</p>
<p>By 31 March 2009 agree a new structure for ICT and Economics branches with the aim of increasing career development opportunities.</p>	<p>Achieved</p>
<p>To agree a Rewards to Staff scheme with DARD by 31 March 2009.</p>	<p>Not achieved</p>
<p>To continue to develop our approach to manpower planning and the effective management of resources to enable continued service delivery.</p>	<p>Achieved</p>



**Target 5.1: To manage resources in an effective and efficient manner to enable us to provide services that are competitive and represent value for money.**

To introduce a detailed costing system by 31 March 2009 which enables us to establish a benchmark of current unit costs for each category of tests.

Achieved

To deliver the CSR efficiency savings of £720k by 31 March 2009, through the review of work schedules.

Achieved

To continue to assess AFBI systems and procedures to ensure they are capable of meeting the requirements of Account NI.

Achieved

To further develop and enhance the process of manpower planning.

Achieved

**Target 5.2: To further develop Risk Management in the Institute by embedding risk management and planning processes.**

To introduce divisional risk assurance statements and an annual validation review by 31 January 2009.

Achieved

Undertake at least 1 self-assessment of the robustness of data security by 31 January 2009 and implement the recommendations from that self-assessment within 3 months.

Achieved