



**Agri-Food and Biosciences Institute  
Business Plan 2012-2013**



## Contents

1. Foreword	2
2. Introduction	3
3. Corporate Planning Context	3
4. Key Performance Indicators and Business Plan Objectives and Targets	4
5. Budget 2012/13	4
6. Progress in 2011/2012	7
7. AFBI's Organisational Structure	7
8. AFBI's Estate	7
Appendix 1: Summary of AFBI Savings Proposals 2012/13	8
Appendix 2: AFBI Objectives, Targets and Divisional Ownership for 2012/13	9
Appendix 3: AFBI Organisational Structure	16
Appendix 4: AFBI Locations	17

## 1. Foreword

This is the seventh Annual Business Plan of the Agri-Food and Biosciences Institute (AFBI) and the second Annual Business Plan under AFBI's 4-year Corporate Strategy for the period 2011/12 to 2014/15.

In this, the second year of our new corporate strategy, we have continued to focus on the change process that will allow AFBI to continue to deliver a range of services for government whilst increasing commercial revenue from a wide range of local, national and international customers. This change will leave AFBI well placed to capitalise on its knowledge and capabilities well beyond the corporate planning period.

Delivering the highest standard of scientific support to the Department of Agriculture and Rural Development (DARD) and helping to protect the NI economy and environment through AFBI's emergency response capability will remain at the heart of AFBI's objectives. Actively managing and growing AFBI's commercial portfolio, which now accounts for approximately 30% of overall revenue, is also a key strategic goal.

AFBI's core priorities are set out in the Agriculture Order (Northern Ireland) 2004.

AFBI is charged with delivering scientific work to DARD that includes:

- research and development to improve the competitiveness of the local primary production sector;
- testing and analysis, particularly in respect of animal and plant disease surveillance, food safety and environmental protection;
- the provision of advice and information on scientific matters; and
- the dissemination and application of the results of scientific research.

These services are delivered in the fields of agriculture, animal health and welfare, food, fisheries, forestry, the natural environment and rural development and enterprise.

Provision of scientific support to DARD and other government departments and agencies in managing the impact of animal and plant health, food chain and environmental emergencies is a very important part of AFBI's service provision. AFBI will work with DARD and other customers during 2012/13 to define DARD's requirements from AFBI in such emergencies.

In 2011/12 AFBI commissioned a strategic review of the institute's organisational structure. The overall objective of the review was to assist the Board and senior management team in developing a strategy and implementation plan that will deliver the necessary leadership, organisational and cultural change required to ensure that we deliver our vision and meet the needs of DARD and our other customers and stakeholders over the next ten years. The review was overseen by a Steering Group comprising representatives of the AFBI Board and SMT, DARD and the Strategic Investment Board (SIB).

This year we will seek to implement all agreed year-one recommendations from the review within agreed set timeframes to ensure that the momentum of change is maintained and managed.

During 2011/12 a major drive to extend ISO 17025 accreditation for the majority of animal health and food safety tests resulted in accreditation for a total of 120 test areas. The focus on AFBI-wide accreditation for all relevant tests will be maintained this year.

Whilst recognising the challenges facing AFBI in terms of budgetary constraint common to the wider public sector, I am confident that the commitment of the highly skilled and dedicated staff of the institute will ensure a positive response to the challenges ahead and AFBI will continue to strengthen its scientific base for the benefit of our sponsor department, DARD, the local agri-food sector and the wider Northern Ireland economy.

S Kennedy  
Chief Executive Officer

## 2. Introduction

The Agri-Food and Biosciences Institute (AFBI) is a non-departmental public body (NDPB) that was established under the Agriculture (Northern Ireland) Order, 2004. AFBI undertakes assigned work programmes on behalf of DARD which include statutory, analytical, surveillance and R&D activities. A significant proportion of AFBI's revenues now derive from scientific work delivered on behalf of a number of other key public sector bodies and commercial organisations; more than 30% of AFBI's revenues for 2012/13 are projected to derive from this non grant-in-aid work.

Through both its assigned work programmes and commercial activity, AFBI makes a significant contribution to innovation in the agri-food and rural sector. This contribution is vital to maintaining and promoting productivity and efficiency across the industry, particularly in Northern Ireland.

During 2012/13, AFBI will focus on delivering scientific services to all of its customers whilst also delivering the overall change within the organisation that has been articulated within the 4-year Corporate Strategy. This change will ensure that AFBI adapts and evolves as an organisation so that it can continue to grow as a world leader in the field of agri-food and biosciences research and innovation. AFBI will continue to develop its commercially focused culture, capitalising on the market opportunities that exist, while continuing to provide core services to DARD, other public sector bodies, and commercial customers. Provision of scientific support to export-led growth of the local agri-food sector will remain an important priority for AFBI.

AFBI's plan for delivering to its customers and delivering on its 4-year Corporate Strategy during the 2012/13 financial year is set out in this document.

## 3. Corporate Planning Context

AFBI's Corporate Strategy describes the overall context in which AFBI expects to operate between 2011/12 and 2014/15. The 4-year Corporate Goals and Priorities have been agreed with DARD and DFP.

In setting its corporate goals and priorities, AFBI has taken account of the wider environment in which the organisation expects to operate over the period and beyond. In particular, the Corporate Strategy focuses on how AFBI will continue to grow in strength as an organisation.

The Corporate Strategy focuses on customers; delivering scientific services, maintaining the capability to respond to emergencies and achieving the revenue growth required to sustain and grow AFBI's scientific capability and capacity. It also focuses on delivering the internal changes necessary to enable AFBI to adapt to an operating model that is increasingly based on delivering commercial scientific services to a much wider customer base while continuing to provide core statutory, diagnostic, surveillance, R&D and specialist advice services to government.

In the first year of AFBI's Corporate Strategy (2011/12), non-GiA revenue grew by almost 19%. In the year ahead non-GiA is projected to be approximately 26% higher than the opening position projected in the Corporate Strategy. This growth has exceeded expectations and has underlined the need to evolve AFBI's budget monitoring systems and create sufficient flexibility in the cost base to ensure that resources are directed to support areas of growth in our business. Improved management information, particularly financial, will be produced during the year ahead in order to plan, monitor and control GiA and non-GiA budgets with greater precision. Additional resources will be deployed within Finance Branch to support the need for enhanced budget monitoring and planning. A business development manager will be appointed to assist divisions in further increasing non-GiA income.

The Corporate Strategy also emphasises the need to maintain scientific capability and capacity. In 2012/13, the AFBI Executive will work with the Board Strategy sub-committee to complete development of the institute's Science Strategy. This strategy will be important in defining the capabilities that AFBI must

retain to meet DARD's immediate statutory and surveillance requirements as well as the needs of our commercial customers, so that the institute can capitalise on the medium-term market opportunities that exist whilst ensuring that AFBI is well positioned to serve the longer term needs of DARD and others. An implementation plan will be developed to ensure that the primary objectives of the strategy are implemented across the organisation during the Corporate Planning period as well as in the longer-term.

In 2011/12, with the support of the Strategic Investment Board (SIB), AFBI commissioned a Strategic Business Review. The need for this review was recognised in the 4-year Corporate Strategy and its purpose was to produce an action plan that would ensure that AFBI has the necessary leadership, organisational and cultural change required to ensure that it delivers its vision and meets the needs of DARD and its other customers and stakeholders over the next 10-years. In 2012/13, AFBI will agree and finalise the recommendations arising from the report and execute an implementation plan that will deliver significant changes over the remaining 3-years of the Corporate Planning period. Appointments to the substantive Heads of Division, Head of Finance and Head of Business Development posts, as recommended in the report, will be key priorities. Progress in the delivery of this action plan will be reported to the AFBI Board on a quarterly basis.

Overall, the 4-year Corporate Strategy seeks to deliver an organisation that will provide inspiration to its staff and peer organisations through demonstrable successes, an organisation built on strong scientific capability, resourced from a financially sustainable position and an organisation that will inspire pride amongst its staff, and within DARD and amongst our wider customers and stakeholders.

The remainder of this document sets out AFBI's plan for delivery of the second year of the corporate plan in 2012/13.

#### **4. Key Performance Indicators and Business Plan Objectives and Targets**

AFBI has agreed targets under each of its 4-year corporate goals and priorities. Appendix 2 contains a list of these 4-year Corporate Goals and Priorities and alongside each priority are the objectives and agreed targets for the 2012/13 year.

Ownership of targets in this Business Plan is set at Divisional level. These targets will be represented in the relevant Divisional Business Plans, where respective Branch targets will be identified. From Branch Business Plans, individual staff will be allocated ownership of targets within their Personal Performance Agreements.

#### **5. Budget 2012/13**

The budget for the 2012/13 year is summarised in Table 1 below. The figure presented for grant-in-aid from DARD is subject to a number of adjustments which are expected to be confirmed following the outcome of the June Monitoring Round. In light of the increased income projected for the last two years of the budget period, AFBI will work with DARD to revise the overall budget projections included within AFBI's four-year Corporate Plan.



Table 1: AFBI Budget for 2012/13

RESOURCE	
EXPENDITURE	2012/13 Budget (£k)
Salaries & Wages	27,386
GAE & Current	19,069
External Consultancy	50
Lease	6,652
Capital	757
<b>Total Expenditure</b>	<b>53,914</b>
<b>INCOME</b>	
DARD Grant-in-Aid (Resource and Capital)	<b>37,221</b>
Non Grant-in-Aid	
Veterinary Science Division	2,160
Agri-Food and Environmental Science Division	7,089
Applied Plant Science and Biometrics Division	2,385
Agri-Food Economics Branch	209
Vaccine Royalties	4500
Corporate Services Division	350
Non Grant-in-Aid Income	16,693
<b>Total Income</b>	<b>53,914</b>
<b>Total Non-Cash</b>	<b>£2,615</b>

The draft budget for 2012/13 incorporates the Savings Delivery Plan target of £1.55m for 2012/13. This represents an increase in savings to be delivered of £164k over that delivered in 2011/12.

A zero based budgeting process has been used to identify the programme expenditure requirements for each Division and Branch. This was based on a detailed project-by-project assessment of the costs of delivering the DARD and non-DARD work programmes within individual Branches and Divisions within AFBI. The programme budget allocated totals £8,619k; this is included within the GAE and Current budget line. Also included in this line is £10,450k in respect of overheads.

The Salaries and Wages baseline is calculated using the previous year's actual expenditure which is adjusted to reflect the impact of anticipated starters and leavers. A pay increment has been factored into the projection. This assumes that there will be no inflationary pay increase and that the pay award for 2012/13 will be on a similar basis to that delivered in 2011/12. The Salaries and Wages budget is closely monitored on a monthly basis and adjustments made where required.

Achievement of a balanced budget for 2012/13 will require AFBI's non-GiA income to grow from a forecast of £13.28m at commencement of the "Budget 2010" period (2011/12) to a projected £16.69m for 2012/13 (a 26% increase).

## Assumptions

DARD has indicated that during the Budget 2010 period, it will provide the necessary resource to cover AFBI's pay progression commitments. In 2011/12 DARD provided £510k in this respect. For the current year, DARD has made a bid of £967k to the June Monitoring Round for this purpose. The budget outlined in Table 1 assumes that this bid will be successful.

The 2011/12 budget included a transfer of £185k from DARD Fisheries and Environment Divisions for specific work to be carried out by AFBI. The budget assumes that this transfer will take place again in 2012/13.

## Projected non-GiA Income

AFBI's non-GiA income for 2012/13 is projected at £16.69m. Of this amount, £15,865k is based on "firm" contracts that are currently known. The balance of £825k will be sought from additional contracts during the year. For example, a major effort has recently been devoted to submitting R&D proposals to grant awarding bodies, including the Department of Agriculture, Food and Marine in the Republic of Ireland (DAFM Stimulus Fund) and the European Union. Although not guaranteed, these have the potential for generating additional non-GiA research income to AFBI. During the 2012/13 year AFBI will introduce revised procedures for monitoring and forecasting income that is speculative and risk based in its nature. This will assist with budgeting and financial planning in year. The Department has provided a facility within the DARD Directed AFBI Research Programme which could be directed towards co-supporting research part funded by other research bodies. This will be used in 2012/13 to help with the drawdown of EU funding in particular. Income will be closely monitored on a monthly basis.

The non-GiA income includes a projected figure of £4.50m from vaccine royalties. Royalty income increased during Q3 of 2011/12 due to a new sub-licence between two commercial companies. This agreement may well result in higher than expected income for 2012/13. At the time of drafting, commercial confidences between licensees and sub-licensees mean that these parties will not disclose projected royalties to Queen's University who manage this licence on AFBI's behalf. Projections are based on Queen's University's own projections (indicating a 12% increase over the previous year), however, until royalties for further quarters are returned, there will be some uncertainty around this projection. Although not without risk, the expectation is that royalty income will be at least around the same level.

To achieve a balanced budget in 2012/13, AFBI will aim to deliver further efficiency gains as well as securing additional revenue from non-grant-in-aid sources. As substantial savings were made in 2010/11 and 2011/12 by reducing staff numbers (through natural wastage) and non-staff costs (through procurement savings and other efficiencies), the scope for further efficiencies is limited (in the absence of a reduced estate or a staff redundancy scheme). While AFBI's commercial revenue contributes to its overheads and thereby provides a significant reduction in the cost of delivering services to DARD, operating as a "semi-commercial" organisation means that there will always be a certain amount of risk in projecting income from existing and new business. AFBI will monitor its budget closely and will live within the budget limit approved by DARD. It will also provide DARD with early information on any emerging risks or issues.

AFBI has committed to achieving 4-year efficiency savings as part of the Budget 2010 budget agreement with DARD. These savings are detailed in Appendix 1. It should be noted that Grant in Aid and corresponding budget allocations have been based on these savings being achieved. Performance in the delivery of these savings is monitored and reported to DARD on a quarterly basis.

### Capital Budget

AFBI's recurrent capital budget is £757k for the year. An element of this will be used for the completion of the Hillsborough Roof Project which overran from 2011/12 at a cost of £88k. The remainder will be mainly used for priority purchases and, where scope exists, to purchase new items of equipment when required for the DARD work programme.

### Non-Cash Budget

AFBI's non-cash budget for 2012/13 is £2,615k however the projected requirement is £2,900k. AFBI will make every effort to address this pressure internally and will only make a bid at one of the monitoring rounds should internal efforts not address the issue.

## 6. Progress in 2011/12

The table below summarises AFBI's performance against its 2011/12 business plan targets. This was based on the most up-to-date position at the time of preparing this report. Increased effort will be devoted to achieving all business plan targets for 2012/13.

Achieved	35
Part Achieved or Achieved Past Target Date	25
Not Achieved	2
Total	62

### AFBI's Organisational Structure

The organisational structure of AFBI is shown in Appendix 3. As indicated at section 3 above, this organisation structure will change during 2012/13 in line with the implementation of the Board-agreed recommendations of the Strategic Business Review.

### AFBI Estate

During 2012/13 AFBI will work with DARD in preparing an Outline Business Case (OBC) in support of the development of the Stoney Road Site. The Main VSD Building at this site is in urgent need of refurbishment or replacement, and as such it was identified in the Strategic Outline Case as the most urgent development priority for the right-sizing of the AFBI estate. This first OBC will be completed as part of the overall AFBI Estate Programme and will focus on addressing the laboratory and staff accommodation needs at the VSD-Stoney Road site.

The locations of AFBI's sites and contact details are listed in Appendix 4.



## Appendix 1: Summary of AFBI Savings Proposals 2012/13

Savings Measures	2011/12 (£k)	2012/13 (£k)
DARD Identified Savings - Lower Risk*	443	449
R. V. Corystes Cost Reductions & Additional Income	363	376
Non-Recoverable VAT Savings	450	490
Procurement Savings	100	200
Bioremediation / INTERREG Substitution	30	35
<b>TOTAL PROPOSED SAVINGS</b>	<b>1,386</b>	<b>1,550</b>

\*These options outlined were identified by DARD after a critical review of work being undertaken by AFBI on its behalf. The areas listed above were considered of relatively low risk to the Department were they to be ceased.

## Appendix 2: AFBI Objectives, Targets and Divisional Ownership for 2012 / 2013

#	4-year Goals	4-year Priorities	12/13 Objectives	12/13 Target Outcomes	Owners
1	Successfully deliver the assigned work programme to the Department of Agriculture and Rural Development (DARD) and in so doing support DARD in achieving its objectives	1.1 Base the annual negotiation of the Assigned Work Programme on a mutually agreed Strategic Cost Model (SCM)	Develop and agree the revised Strategic Cost Model with DARD	Agree charging policy for recovery of platform costs by 30 December 2012  Use Strategic Cost Model for the negotiation of the Assigned Work Programme by 31st January 2013	Corporate Services (AFBI Innovations)  Corporate Services (AFBI Innovations)
		1.2 Deliver statutory testing, surveillance, scientific advice and R&D in relation to animal and plant health, varieties and seeds, pesticides, food, fisheries, environment and economics	Deliver the DARD Assigned Work Programme in accordance with the requirements, KPIs, accreditations and methodologies specified.  Maintain and extend appropriate accreditation in line with DARD requirements	Deliver at least 95% of test results to agreed time and quality standards by 31st March 2013  Deliver 95% of DARD Evidence and Innovation R&D project reports within agreed timescales by 31st March 2013  Maintain and extend accreditation as agreed with DARD by 31st March 2013	Heads of Division  Heads of Division  Heads of Division
		1.3 Manage DARD as AFBI's priority customer by implementing the DARD Customer Account Plan (as per AFBI's Business Development and Marketing Strategy)	DARD Customer Account Plan in place and managed	DARD Customer Account Plan completed by 31 July 2012	Corporate Services (AFBI Innovations)

## Appendix 2: AFBI Objectives, Targets and Divisional Ownership for 2012 / 2013 (Cont'd)

#	4-year Goals	4-year Priorities	12/13 Objectives	12/13 Target Outcomes	Owners
2	Provision of scientific support to DARD and other government departments and agencies in managing the impact of animal and plant health, food and environmental emergencies	2.1 Maintain preparedness for responding to animal and plant health, food, and environmental emergencies and plan for the ongoing delivery of key services and products in the event of an interruption to normal business	<p>Current suite of emergency response Contingency Plans updated.</p> <p>Ensure all contingency commitments and agreements account for the mutual requirements of AFBI, DARD and other government departments and agencies for the provision of the agreed emergency response and support.</p>	<p>Current suite of emergency response contingency plans updated by 31st March 2013</p> <p>Mutual requirements agreed between AFBI and customers requiring an emergency response capability by 31st March 2013</p>	Corporate Services (Emergency Planning, Safety & Estate Branch) & Scientific Divisions
		2.2 Plan (to the extent possible) for different types of less predictable emergency situations	Develop new contingency plans based on potential threats and risks to the Northern Ireland agri-food industry and the environment.	New Contingency Plans developed as required or informed by relevant authorities and emerging threats by 31st March 2013	Corporate Services (Emergency Planning, Safety & Estate Branch) & Scientific Divisions
		2.3 Ensure an appropriate regime of exercise, maintenance and review is developed for all AFBI contingency plans over the 4 years of the Corporate Plan.	To implement an appropriate exercise, maintenance and review regime for Contingency Plans.	An AFBI-wide exercise, maintenance and review regime for Contingency Plan implemented by 31st March 2013	Corporate Services (Emergency Planning, Safety & Estate Branch) & Scientific Divisions

## Appendix 2: AFBI Objectives, Targets and Divisional Ownership for 2012 / 2013 (Cont'd)

#	4-year Goals	4-year Priorities	12/13 Objectives	12/13 Target Outcomes	Owners
3	Actively manage AFBI's commercial portfolio and in so doing build our reputation as a customer-first organisation	3.1 Successfully implement AFBI's 3-year Business Development and Marketing Strategy	Marketing Strategy implemented  Non-DARD income increased	Agree Year 2 implementation plan for Business Development and Marketing Strategy and monitor performance quarterly during 2012/13 by 31st March 2013  Branch Business Development and Marketing Strategy work plans integrated within Branch Business Plans for 2012/13 and reviewed 6 monthly by 31st March 2013  Appoint a Non-DARD Business Manager and AFBI US representative by 30 September 2012  Divisional income to match targets as agreed in 2012/13 budget by 31st March 2013  Undertake Customer Satisfaction Survey by 30 September 2012	Corporate Services (AFBI Innovations)  Heads of Division  Corporate Services (AFBI Innovations)  Heads of Division  Corporate Services (AFBI Innovations)

## Appendix 2: AFBI Objectives, Targets and Divisional Ownership for 2012 / 2013 (Cont'd)

#	4-year Goals	4-year Priorities	12/13 Objectives	12/13 Target Outcomes	Owners
4	Sustain and develop AFBI's knowledge base and position AFBI as a leader in the delivery of innovation and scientific support to the agri-food sector	4.1 Prioritise AFBI's strategically important core science	Work with the Board Strategy Sub Committee to develop an AFBI Science Strategy	Finalise and approve AFBI's Science Strategy by 30 December 2012	CEO
		4.2 Maintain capability in strategically important areas of science	Review scientific resource, agree areas to maintain, invest in and/or stop and redeploy resource where appropriate	Agree and initiate an implementation plan for AFBI's Science Strategy by 30 January 2013	CEO
		4.3 Align AFBI's infrastructure (estates, facilities, structures) to its medium- and long-term strategic needs	Review of AFBI's Structures and Operating Model  Develop Estates Strategy in cooperation with DARD	Deliver the implementation plan arising from review of AFBI's Structure and Operating Model, present and agree progress with AFBI Board quarterly during 2012/13 by 31 March 2013  Produce AFBI Estate Strategy VSD-Stormont Outline Business Case by 31 December 2012.	CEO  CEO
		4.4 Rigorously pursue and promote innovation through knowledge transfer and commercialisation of AFBI's intellectual assets for the benefit of AFBI, DARD, the agri-food sector and wider economy	Promote AFBI's IP policy  Maintain AFBI's profile as a leader in the delivery of innovation and scientific support to the agri-food sector	AFBI's IP Policy actively promoted to staff by 31 December 2012  Publish 80 scientific papers in peer reviewed journals by 31st March 2013	Corporate Services (AFBI Innovations)  Heads of Divisions



## Appendix 2: AFBI Objectives, Targets and Divisional Ownership for 2012 / 2013 (Cont'd)

#	4-year Goals	4-year Priorities	12/13 Objectives	12/13 Target Outcomes	Owners
5	Invest in our people and ensure that the best systems and processes are in place to manage our organisation efficiently and effectively	5.1 Operational and strategic HR activities implemented based on an AFBI HR Strategy to ensure the right people are in the right place at the right time	<p>Ensure that Staff Performance is managed and recognised</p> <p>Maintain AFBI's agreed Staff in Post complement Approved vacancies filled within agreed timeframe</p> <p>Continued development of staff morale maintained</p>	<p>95% of 2011/12 End of Year Reviews completed by 30 June 2012.</p> <p>AFBI "Staff in Post" complement agreed by 31 May 2012</p> <p>75% of all approved vacancies filled within 4 months of date of approval by 30 September 2012</p> <p>Staff Morale and Motivation Survey conducted, evaluated and communicated to staff by 30 September 2012</p> <p>Maintain staff absenteeism below 9 days per FTE by 31st March 2013</p>	<p>Corporate Services (HR Branch) Heads of Divisions</p> <p>Corporate Services (HR Branch)</p> <p>Corporate Services (HR Branch)</p> <p>Corporate Services (HR Branch)</p> <p>Corporate Services (HR Branch)</p>
		5.2 Ensure AFBI maintains highest standards of Corporate Governance	Ensure that robust corporate governance systems are in place	<p>Implement 90% of 2012/13 audit actions by agreed target dates by 31 March 2013</p> <p>Complete the risk assessment to inform DARD's sponsorship, governance and oversight by 31 July 2012.</p> <p>AFBI to work with DARD on implementation of Sponsorship Manual during 2012/13 by 31 March 2013</p> <p>Finalise and agree with DARD the MoU by 30 June 2012.</p> <p>Work with DARD to develop and agree the revised MS/FM by 31 December 2012</p> <p>Ensure all outstanding audit recommendations prior to 2012/13 are implemented by 30 June 2012</p>	<p>Corporate Services (Coordination Unit)</p> <p>Divisional Owners</p> <p>Corporate Services (Coordination Unit)</p> <p>Head of Corporate Services</p> <p>Corporate Services (Coordination Unit)</p> <p>Divisional Owners</p>

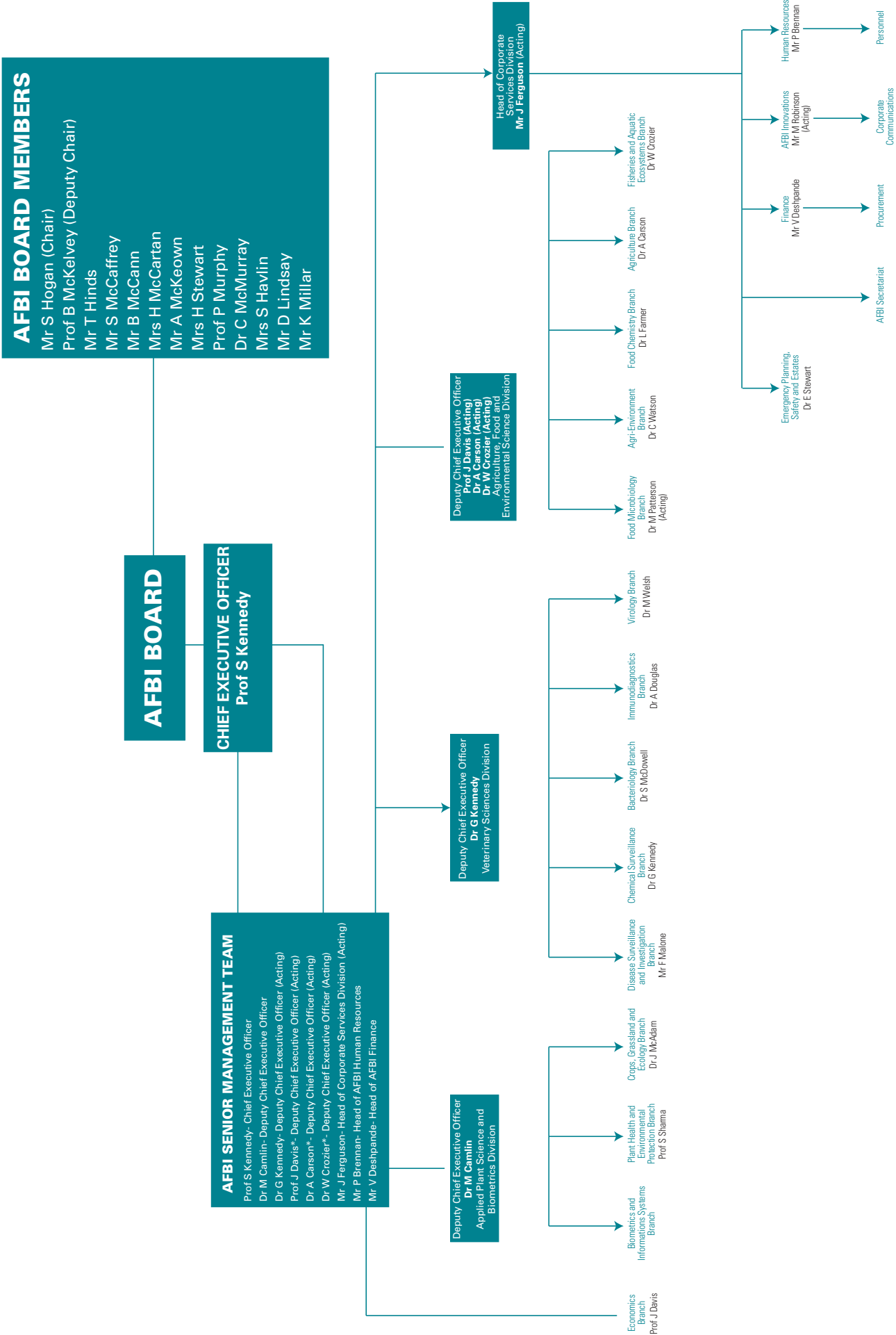
## Appendix 2: AFBI Objectives, Targets and Divisional Ownership for 2012 / 2013 (Cont'd)

#	4-year Priorities	4-year Priorities	12/13 Objectives	12/13 Target Outcomes	Owners
	Invest in our people and ensure that the best systems and processes are in place to manage our organisation efficiently and effectively (Cont'd)	5.3 Embed strategic planning based on the balanced scorecard approach at corporate, divisional and branch levels	Implement the Corporate Balanced Scorecard in parallel with the Business Plan	Balanced Scorecard implemented at corporate level by 31 August 2012	Corporate Services (HR Branch)
		5.4 Embed Business Continuity Management (BCM) within AFBI in accordance with BS25999	To develop site-specific Incident Management Plans (IMPs) to reflect "silver" level incident response and Business Unit Resumption Plans (BURPs) as "bronze" level of response.	Site-specific Incident Management Plans (IMPs) developed to reflect "silver" level incident response 31 March 2013	Corporate Services (Emergency Planning, Safety & Estate Branch)
			To work in conjunction with NI Emergency Services in order to strengthen AFBI's incident management planning.	Exercises undertaken and awareness seminars run in conjunction with NI Emergency Services within agreed programme of delivery. 31 March 2013	Corporate Services (Emergency Planning, Safety & Estate Branch)
			To implement an appropriate exercise, maintenance and review regime for AFBI incident Management Plans.	Exercise, maintenance and review of AFBI Incident Management Plans undertaken within agreed programme of delivery by 31 March 2013	Corporate Services (Emergency Planning, Safety & Estate Branch)

## Appendix 2: AFBI Objectives, Targets and Divisional Ownership for 2012 / 2013 (Cont'd)

4 Year Goals		4 Year Priorities	12/13 Objectives	12/13 Targets-Outcomes	Owners
6	Ensure the long-term financial sustainability of AFBI	6.1 Embed efficiency and financial sustainability at all levels of the organisation	Ensure that efficiency delivery targets are met and AFBI remains within agreed budget limits.	Achieve provisional resource outturn and provisional capital outturn of between 98.5% and 100% of budget  Ensure that AFBI Branches and Divisions remain within agreed budget limits for 2012/13 by 31 March 2013  Net income/expenditure to remain within +/- 0.5% of projected income by 31 March 2013	Corporate Services (Finance Unit) Division Heads  Corporate Services (Finance Unit) Division Heads
		6.2 Ensure AFBI has appropriate financial management systems in place to effectively support business needs	Financial Management Systems and associated training in place  Devolved budgets provided to Business Units	Finance training for Senior Staff delivered by 31 May 2012  Devolve budget management (income and expenditure) to Branches by 30 August 2012	Corporate Services (Finance Branch)  Corporate Services (Finance Unit) Division Heads
		6.3 Decision-making and planning based on appropriate management information	Flexible financial information provided down to Business Units	Plans to balance income and expenditure at Divisional and Branch Level agreed by 31 December 2012  Provide timely reporting to DARD on AFBI's financial position including early warning on emerging pressures.	Corporate Services (Finance Branch)

Appendix 3: AFBI Organisational Structure



\*Prof J Davis, Dr A Carson and Dr W Crozier were rotating the position of AFESD Deputy Chief Executive Officer at the time of writing. Only one of the AFESD DCEO's is represented on the SMT at any time

## Appendix 4: AFBI Locations

AFBI Headquarters	
18a Newforge Lane Malone Upper Belfast BT9 5PX Tel 02890255689 Fax 02890255035	
AFBI Stormont 12 Stoney Road Ballymiscaw Stormont Belfast BT4 3SD  Tel: 02890 520011/525791 Fax: 02890 525773	AFBI Omagh 43 Beltany Road Conneywarren 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 4 Manor House Levallaglish 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