









**Corporate Risk Register – Executive Summary – September 2022**

Ref	Overarching Risk Description	Risk Category	Inherent Impact	Inherent Likelihood	Inherent Risk Score	Residual Impact	Residual Likelihood	Residual Risk Score	Target Risk Score	Alignment with AFBI Strategic Outcomes	Risk Owner	Direction of Travel
CR1	Failure in Corporate Governance, control and/or accountability leading to reputational damage, financial irregularity or fraud.	Operations	4	4	16	3	4	12	8	1,2 & 4	All Directors	↔
CR2	Impact of future Public Sector spending constraints and inflationary pressures impacts AFBI’s ability to deliver work programmes.	Financial	4	5	20	4	5	20	10	1,2 & 3	All Directors	↔
CR3	Failure to deliver budget outturn within agreed budget tolerance.	Financial	5	5	25	4	4	16	6	1,2 & 3	Director FCAD	↑
CR4	Failure to proactively identify and respond to the increasing pace of scientific development, industry need and technological change will adversely affect AFBI’s future sustainability and delivery to its funders.	External	5	4	20	3	4	12	10	1 & 2	Science Directors	↔
CR5	Failure to provide external emergency response capability (ERC) requirements and maintain internal business continuity this will negatively impact AFBI’s service delivery and reputation.	Operations	5	4	20	5	3	15	10	1 & 2	All Directors	↔

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CR6	Failure to recruit, retain and develop AFBI's workforce and an over reliance on agency staff may result in AFBI being unable to deliver science needs and fulfil its business objectives.	People	5	5	25	5	5	25	9	1,2 & 3	Director FCAD	
CR7	Failure to have a fit for purpose AFBI Estate will negative impact on our ability to deliver the required functions for DAERA and external funders, and negatively affect on AFBI's reputation.	Technology / Infrastructure	5	4	20	4	4	16	6	3	Director FCAD	
CR8	Failure to provide secure, adequate IT systems (including LIMs and FBMS) and capacity to support management decision-making will adversely impact the delivery and efficiency of AFBI's services.	Technology / Infrastructure	5	5	25	4	5	20	8	1,2 & 3	Director FCAD	
CR9	Failure to comply with Health and Safety, Biocontainment, Waste Management and related legislation and requirements could adversely impact on the health and safety of staff and others and / or impact on the health status of NI's animal population.	People	5	5	25	5	4	20	10	3	All Directors	
CR10	Legal issues in relation to the significant royalties monies owed to the public purse could lead to	Financial	3	3	9	1	2	2	2	3	Director FCAD	

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	significant financial and reputational impacts											
CR11	Continued uncertainty around the impact of the NI protocol including import/export controls and the levels and types of testing required impacts on AFBI's ability to deliver on DAERA testing requirements.	External	3	4	12	3	4	12	10	1 & 2	Science Directors	
CR12	Implementation of Hybrid working policy and changes to working practices including return to the workplace and / or blended working models or further outbreaks or waves of COVID-19 infection could impact on AFBI's ability to deliver work to DAERA and other customers.	People	3	3	9	3	2	6	6	1,2 & 3	All Directors	
CR13	Failure to manage the impacts of the level and pace of internal changes in systems and working practices negatively impacts AFBI staff and service delivery.	People	4	4	16	4	4	16	8	1,2 & 3	All Directors	
CR14	Failure to mitigate the threat of and effectively respond to a Cyber security attack or other interruption to business continuity negatively impacts AFBI's operations and reputation.	External	4	4	16	4	3	12	8	1,2 & 3	All Directors	New Risk