

Corporate Plan 2008 - 2011

February 2009



1. Introduction

This Corporate Plan covers the period 2008 to 2011 and sets out AFBI's vision, mission, key objectives and activities to meet those key objectives. The 2008/09 Business Plan contains the operational targets and priorities for the first year of the Corporate Plan period.

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 and operational responsibility for its activities rests with the Chief Executive. We employ approximately 800 people who are located in 7 specialized sites across Northern Ireland.

AFBI exists to serve the agri-food industry and wider community in a local, national and international context by delivering high quality scientific services. We aim to improve the quality of life for people and to work with our partners to deliver the best scientific services possible. AFBI's corporate objectives describe the breadth of our activities and provide the framework for delivering and managing all our services. Our performance targets are agreed with the Minister responsible for DARD and a range of other customers in the public and private bio-sciences sector. At the end of each financial year we report on our performance against these targets in our Annual Report and Accounts which is laid before the Northern Ireland Assembly.

This is a living strategic document, the specific out-workings of which will be developed further in our annual business plans.

2. Our Vision

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

3. 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.

As an independent NDPB, we place particular emphasis on marketing our expertise and skills to wider markets, seeking to develop partnerships with new funders and developing wider partnerships with existing funders. We apply resources to horizon scanning for potential funding routes to ensure that we take full advantage of global research that has potential wider application in the local, national and international contexts.

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.

4. Our activities

Analytical and diagnostic work for the public sector

Analytical and diagnostic work is carried out under EU Directives and local and national legislation. Annex A provides greater detail.

Research and Development

In addressing the research objectives of our customers, our science provides a sound, evidence base for the development of government policy on agriculture, fisheries and the environment and also underpins innovation in the agri-food private sector.

In managing our R&D programme we:

- meet customer requirements;
- conduct our activities to the highest quality standards;
- address scientific opportunities;
- deliver agreed outcomes effectively and efficiently;
- develop relevant national and international collaboration;
- protect and manage any intellectual property that arises.

Using our knowledge of developments and emerging issues across the agri-food and bioscience sectors, we will also advise customers where AFBI can provide a service to underpin and strengthen their business in such a changing environment.

Emergency response

An emergency response capability will be maintained, to meet the agreed requirements of government and other customers.

Specialist advice

We also provide specialist advice to a range of bodies, including the Office of First Minister and Deputy First Minister (OFMDFM), the Department of Environment for Northern Ireland (DOE(NI)), the Department of Culture, Arts and Leisure (DCAL), The Food Standards Agency (FSA), Department for Environment, Food and Rural Affairs (Defra), veterinary practitioners, the poultry industry, aquaculture industry, farmers and the European Commission.

5. Our customer base

DARD is AFBI's sponsoring department, however we also provide statutory surveillance, diagnostic and also R & D and advisory services to other NI Departments, UK Departments and Agencies and commercial customers.

AFBI has a comprehensive list of other customers and partners, and will seek to build on these services.

These include:

- Food Standards Agency (R&D, surveillance and policy advice in food safety);
- Department of the Environment (DOE) Environment & Heritage Service (EHS) (R&D, surveillance and policy advice at the agri-environment interface);
- Department of Culture Arts and Leisure (DCAL) (R&D and policy advice in freshwater fisheries); and
- Local, national and international companies in the agri-food sector (e.g. food processors, veterinary pharmaceutical companies, plant/seed companies, etc.).

6. Our Corporate Objectives

Our corporate objectives are to:

- sustain and grow our business spectrum;
- deliver high quality, cost-effective scientific, economic and emergency response services to our customers;
- be the preferred partner or contractor in our delivery of local, national and international scientific services;
- maintain the necessary skills and resources to be able to provide services, including an emergency response, that meets the agreed requirements of customers.
- seek to continually improve the management of our business and deliver services that are value for money.

6.1 Corporate objective A: To sustain and grow our business spectrum.

It is predicted that public sector funding will reduce over time as Government seeks to reform public administration in Northern Ireland. It is prudent to assume that we must become less dependent on public sector funding in future and, over the same period, seek to widen our funding base by extending the spectrum of our customers. If we are to be sustainable over the long term, we must adapt and change from a mainly publicly-funded NDPB serving mainly Northern Ireland customers to a commercially viable Institute with a wide portfolio of international customers.

We recognise the continuing need to promote AFBI as a new NDPB throughout the agri-food sector at home and abroad. We will seek opportunities to promote AFBI in local, national and international markets.

Our key priorities are to:

- (a) **effectively market AFBI and the services we offer;**
We will seek to engage a Marketing Consultancy.
- (b) **increase non-DARD income by 21% of total resources;**
This will be driven by a Commercial Business Unit (CBU) within AFBI. The CBU will control and manage the marketing effort across AFBI and will maintain close liaison with AFBI Divisions.
- (c) **retain our existing customers;**
We will initiate a positive action programme to manage and measure the satisfaction of our existing customers and evolve mechanisms and standards to ensure that we continue to meet customer expectations for service delivery.

DARD provides approximately 85% of our funding and is therefore a key customer. As such, our strategy to develop our markets must acknowledge, in the first instance, the obligations to DARD. We will therefore upgrade the scale and quality of our communication with DARD, aspiring to a relationship which acknowledges DARD as the “intelligent customer” as described in the protocols establishing the relationship between DARD and AFBI. Our account management strategy seeks to provide key customers with value for money; quality of science; research and development that meets the needs of the agricultural, food and bio-sciences sectors.

(d) to develop new business streams in the UK, EU, Asia and North and South America.

In 2008/09 we will develop a strategy to expand our international customer base, with a focus on the emerging economies. A variety of mechanisms will be employed to ensure that we deliver the AFBI message abroad and attract significant, new, long term customers and partnerships. We aim to increase income from our non-UK customers by 20% per annum.

We will put in place a strategy and supporting policy in 2008/09 to ensure that commercial opportunities that emanate from our research base are identified, protected and capitalised through appropriate exploitation routes.

6.2 Corporate objective B: To deliver high quality, cost-effective scientific and economic services to our customers.

Our aim is to strive continuously to maximise the efficiency and effectiveness of our scientific techniques and processes to ensure that they deliver accurate results within agreed time-frames and represent value for money for our customers.

Our key priorities are:

(a) to provide a safe working environment.

In delivering our customers’ needs, we will maintain a safe working environment by effective and efficient management of our Health and Safety policy, ensuring compliance with H&S legislation.

(b) to adopt “cutting edge” technologies and systems.

We will strive to procure modern and efficient scientific equipment to enable us to better meet our customers’ needs. This will involve active and efficient management of our scientific assets and implementation of our maintenance and replacement policy.

We will strive to improve our management information systems to enable managers to more effectively deliver services to customers.

(c) **a highly skilled and motivated workforce.**

Staff are the most important asset in servicing customer needs.

We will support and motivate all our people to achieve our objectives. AFBI will strive to be an organisation that is driven by empowered leaders at all levels who embrace the challenges of change and use it to harness collective energies. We recognise that it is critical to ensure that AFBI employees are equipped with the right skills and knowledge to deliver results to our customers.

We will maintain an appropriate staff training regime to maximise our capability to serve our customers.

A Personal Development Programme will also be in place to ensure staff are best fitted to provide services to customers. This may involve re-training of staff as necessary in light of changing business needs. We will seek to reward and recognise our people, at all levels, for their achievements and contributions to the business.

We will incentivise our work force to maximise growth of our business by adopting and implementing a "Rewards to Staff" scheme by the end of 2009/10.

We will implement the HR Connect model for personnel support service and disengage from the Department's personnel support service.

We will review the centralisation of the staff welfare function within the civil service and assess the need for AFBI to establish either a service provider or its own in-house service.

We will establish an Equal Opportunities function within AFBI.

We will address the management of absenteeism to ensure we achieve less than 8.5 days per annum per whole time equivalent.

We will recruit and develop staff resources within a succession planning framework that focuses on the Institute's business needs.

AFBI will grow and sustain a high performance business through attracting and developing talented people.

(d) **commercially-competitive costs.**

We will adopt and manage a range of approaches to make us competitive in the market place in which we operate. This will involve periodic review of our arrangements with customers to ensure maximum flexibility of approach in our business dealings. We will maximise Value for Money by a variety of approaches such as increasing efficiency by automation, rationalisation of the AFBI-occupied estate, introduction of a comprehensive costing system and other similar efficiency gains.

(e) **a multi-disciplinary approach to complex problems.**

Our multi-disciplinary expertise and resource is an asset that enables us to provide well-rounded advice based on sound science and economics and is attractive to a wide range of

potential new customers at home and abroad. We will maximise our ability to evolve and adapt to the needs of a changing market place.

(f) **maintaining the professional quality accreditation standards in relevant disciplines of our work.**

We will continue to assure our customers that our results and scientific advice are based on the highest quality standards and sound science as certified by the appropriate national and international accreditation bodies. We see this as critical to our long-term sustainability.

An AFBI People Strategy is being designed around a Strategic framework. This framework has at its core seven interrelated pillars that AFBI must take action in over the coming 3 years in order to create a high performing culture. They are.

Talent Management
Reward and Recognition
Learning and Development
Communications and Engagement
Leadership and Change
Organisation Effectiveness
Organisation Design.

Through our People Strategy we will strive to be an organisation that is driven by empowered leaders at all levels who embrace the challenges of change and harness the energies of staff to create the future AFBI.

6.3 Corporate objective C: To be the preferred partner or contractor in our delivery of local, national and international scientific services.

Within the timescale of this plan, we will maintain our excellent track record of delivering high quality services within time and budget to all our customers. To assist in our management of this objective we will deploy modern and effective business techniques to monitor our performance and obtain regular feed-back from customers and stake-holders. We will set ourselves challenging targets across the aspects that comprise our service delivery.

Our key priorities are:

- (a) to consolidate our position as a key provider of analytical and diagnostic services for the public and private sectors;
- (b) to maximise our competitiveness in terms of cost, quality and efficiency;
- (c) to maintain and enhance our reputation across the worldwide scientific community such that, where appropriate, other scientific bio-science institutions will assign a high priority to securing us as a collaborator / consortium member in mutual scientific programmes.

AFBI's mandate and our desire to explore and exploit opportunities to provide under-pinning and commercially advantageous science and advice in wider markets, demand that we accentuate our advantages over alternative suppliers of comparable scientific services. We will conduct a

market analysis of the non-DARD government sector and across the agri-food private sector to establish where further work can be generated from these sources.

We will strive to adopt the multi-disciplinary approach to solving complex problems by forming consortia with other relevant bodies and institutions at home and abroad.

We will maximise dissemination of our work by publication in the peer review scientific literature.

6.4 Corporate objective D: To maintain the necessary skills and resources to be able to provide an emergency response, that meets the requirements of customers.

Our key priorities are to:

- (a) twice during the lifetime of this Corporate Plan, as circumstances dictate, review the qualitative and quantitative requirements of those customers that will depend on our response in an emergency;
- (b) twice during the lifetime of this Corporate Plan, as circumstances dictate, identify the range and extent of skills and resources required within AFBI to enable us to respond adequately;
- (c) ensure that customers are alerted to emerging risks that increase the likelihood for activating an emergency response;
- (d) ensure that customers are provided with early notification of emerging circumstances that could affect AFBI's ability to provide an adequate emergency response;
- (e) implement a biennial cycle of emergency response training exercises.

We will update and maintain a legislatively compliant Business Continuity Plan in order to maximise our capability to respond to potential business disruptions during emergencies.

We will maintain, in association with DARD, an up to date Contingency Plan in order to test our capability to respond to potential emergencies.

We will continue to assess the "fitness for purpose" of our laboratory accommodation and, where necessary, will develop and present appropriate business cases to DARD for any upgrading or new building work that is required to address such deficiencies.

Part of this ongoing strategic review is an assessment of the implications of the implementation of new regulations and the appropriateness of existing laboratory facilities to meet the necessary requirements for Health and Safety, Accreditation, Public/Animal Health issues, including necessary Biocontainment Standards. An emerging issue, on the foot of the Gallagher and Spratt Reports (2008) is the need to develop a business case for a SAPO4 category laboratory for Epizootic disease and emergency response surveillance and control.

6.5 Corporate objective E: To seek to continually improve the management of our business and deliver services that are value for money.

We have a corporate responsibility to manage and safeguard our finances (from both public and private sector sources) with probity in a transparent and fully auditable regime, compliant with Government accounting regulations. Compliance includes managing within resources limits and providing value for money.

As part of the Comprehensive Spending Review, AFBI will strive to achieve cumulative efficiency savings of £2.16 million over the next three years. We see our focus shifting to become increasingly commercial and therefore, in the longer term less dependent on the public sector.

During 2008/09 we will review the overall utilisation of our sites to maintain the momentum of maximising cost-effectiveness and efficiency. The proactive management of AFBI-occupied assets will require an enhanced team with the specific role of providing SMT with an assurance of effective and efficient management of these resources across all sites. We will initially appoint a science-led review team comprising scientific branch heads. The team will critically examine occupancy of all buildings and land usage. This review will size, scope and determine the distribution of AFBI laboratory-based services and land-based operations and will report in 2009/2010. In parallel with this work, we will engage with DARD, the Department of Finance and Personnel and the Strategic Investment Board to agree an implementation plan of the size and shape of the proposed AFBI estate in 2020.

During 2008/09, we will develop a Business Case to examine the options for re-locating the staff and work programmes at our Crossnacreevy site to another location.

In 2008/09 we will develop a business case for the re-location of the work programmes and facilities of Chemical Surveillance Branch AFBI, Stoney Road to the AFBI, Newforge site.

7. Planning context

This Corporate Plan sets out our broad strategic direction and priorities in relation to our corporate objectives. It has been developed jointly by the Board and the Executive team. Its principal focus is on improving the services we provide to our customers and exploiting emerging business opportunities in plant, animal, food and environmental science.

We will pursue the commercialisation of our research conducted for the public sector and in the development of wider markets for our services.

During 2008/09, we will review our priorities in the light of the needs and requirements of our principal customers. Science priorities will be set according to short-, medium- and long-term needs of our customers and we will seek, where possible, to lead the market by advising potential customers of emerging scientific opportunities that offer prospects for commercial development.

In 2008/09 we will analyse our existing scientific capacity and quantify it appropriately so that we can use the results to help determine current and future business priorities. This information will assist in the preparation of a Business Strategy that will seek to provide AFBI's vision for the future growth and development of the organisation.

We are an organisation which continuously seeks to improve. We put our customers first and constantly strive to deliver better, more efficient services. Our current programme of change and modernisation is in direct response to this agenda – from the re-location of some Branches to the replacement of key capital equipment. We will be 'fit for purpose' in providing the services that our customers need and want and will maintain and add to our "Centre of Excellence" status across our scientific disciplines.

8. Financial Aspects

AFBI and DARD have agreed a three year baseline budget that maintains the budget for the DARD work programme during 2008 to 2010. The agreed baseline takes into account CSR savings during this period and AFBI and DARD have agreed the reallocation of available resources to the higher priority work areas. The process of prioritisation and reallocation of resources will be revisited during the course of this corporate plan. A key feature of the budget projections is the increasing level of non-DARD income rising from 18% to 21% of resources during the corporate planning period. The increase in income ensures AFBI maintains a critical mass of skilled scientific staff with progressive career structure and opportunity.

In summary, AFBI has secured sufficient funding during the corporate plan period to maintain its current operations and deliver the DARD work programme. AFBI has significantly increased its non-DARD income further strengthening its financial position.

	2008/09	2009/10	2010/11
Expenditure *	'000	'000	'000
Opening Grant in Aid	30,685	30,675	30,943
DARD work programme	29,599	30,161	30,461
Capital	1,322	1,422	1,422
SLA (Other public bodies)	1,040	1,040	1,040
Special Projects	480	832	832
Commercial work	5,560	5,972	6,542
Lease of land and buildings	7,441	7,441	7,441
Corporate Services	2,700	2,770	2,568
Total	48,142	49,638	50,306

Income	2008/09	2009/10	2010/11
SLA (DARD)	30,685	30,675	30,943
Capital	1,322	1,422	1,422
SLA (Other public bodies)	1,300	1,300	1,300
Special projects	600	1,040	1,040
Contract and consultancy work	6,060	6,600	7,000
Research Vessel charters	230	230	230
Other Income	830	830	830
Lease of land and buildings	7,441	7,441	7,441
Total	48,468	49,538	50,206
Non-cash costs			
Cost of Capital/Depreciation	2,391	2,391	2,391

* The figures provided are accurate at 01 April 2008.

Annex A Our analytical and diagnostic activities

Analytical and diagnostic work is carried out under EU Directives and local and national legislation. It plays a critical role in the surveillance of plants and animals by:

- facilitating rapid diagnosis and control of major animal disease outbreaks;
- detecting changing animal disease patterns and emergence of new diseases;
- detection of animal diseases and infections posing a risk to human health;
- food safety;
- plant health;
- fish stock management.

It consists of:

- provision of a specialised disease diagnostic service for veterinary practitioners, poultry organisations and fish farmers;
- provision of analytical testing to monitor the freedom of food producing animals from notifiable and exotic diseases and from illegal concentrations of veterinary drugs;
- statutory testing services on a range of food products, environmental samples and animal feed components;
- provision of an analytical advisory/diagnostic service for the food industry;
- analytical services relating to residue testing, including shellfish monitoring, fish monitoring and national surveillance programmes in food chemistry;
- food irradiation detection, radionuclide analytical and radiation monitoring services;
- provision of an analytical advisory/diagnostic and a sensory evaluation service for the food industry;
- statutory activities associated with the legislative control, market release and innovative exploitation of varieties of commercial plant species;
- UK testing centre for distinctness, uniformity and stability (DUS) for new varieties of herbage crops;
- UK National List Trials for herbage and the major cereal crops;
- Recommended List Trials for all the major grass, clover and cereal crops and potatoes;
- provision of a specialist analytical and diagnostic service to the Horticultural Industry;
- surveys to monitor plant pests, weed and disease incidence, fungicide resistance and pesticide usage;
- statutory and advisory diagnostic tests for scheduled crop pests, Potato Cyst Nematodes, bees, seed diseases, forest pests and diseases and potato wart and virus diseases;
- assessment and rational management of marine commercial fish stocks.

Annex B The AFBI Board

The Board of AFBI comprises a Chair, a deputy chair, and 11 other members appointed by DARD. The Board has responsibility for providing strategic leadership for the organisation, ensuring that it fulfils the delivery objectives set by the Department of Agriculture and Rural Development (DARD) and for promoting the efficient and effective use of staff and other resources by AFBI.

Members are appointed in accordance with the Office of the Commissioner for Public Appointments (OCPA) NI Code of Practice. The terms of appointment of members are for either two or three year periods, with the Chair appointed for four years. The Chair is expected to commit approximately 40 days per annum to the post, the Deputy Chair has a commitment in the region of 20 days per annum and members are expected to commit in the region of 15 days per year.

The main responsibilities of the Board are:

- to ensure that AFBI meets its agreed objectives and targets as set by the DARD Minister, and set down in the Management Statement and Financial Memorandum;
- to provide strategic leadership in the formulation of AFBI's strategy for the discharge of its responsibilities, taking account of the Minister's and DARD's priorities, as outlined in the science and technology strategies and in Service Level Agreements (SLAs) set by DARD and other AFBI customers;
- to ensure that effective arrangements are in place to provide assurance to DARD and the Minister on risk management, governance and internal control;
- to communicate AFBI's strategy and services to stakeholders in NI and beyond;
- to understand and articulate science and research and development needs and advise the Chief Executive on drawing these requirements into the formulation of a strategic plan for AFBI;
- to oversee AFBI's functions, including encouragement of the highest standards in the disbursement of finance, and the efficient and effective use of staff and other resources throughout AFBI;
- to represent AFBI to its key audiences, for example industry, academic institutions and other research providers, locally, nationally and internationally.
- to engage with the Minister and DARD on matters pertaining to the work of AFBI and its strategic direction and input to the overall DARD strategic objectives.
- to identify and assess current and future developments in the agri-food and rural economy sector, and to recommend opportunities to expand into new markets and innovations to meet customers' needs.

Board Members



Chairperson Mr Sean Hogan lives in Newry. He has an MSc in Organisational Management from Queen's University and qualifications in Management Studies from the Chartered Management Institute. Mr Hogan is currently a freelance marketing consultant and is also the Chair of the Newry and Mourne Health and Social Services Trust. He is also a current member of the Warrenpoint Harbour Authority.



Deputy Chairperson Professor David McDowell lives in Carrickfergus. He has a PhD from the University of Ulster and is a Chartered Biologist. Professor McDowell is currently the Head of Food Microbiology at the University of Ulster. He is also a member of the Food Standards Agency NI Advisory Committee and Vice-Chair of the Safefood Scientific Advisory Committee, a voluntary position.



Mr Keiran Campbell lives in Newry. He has an MSc in Corporate Leadership and is a chartered accountant with 20 years' experience in senior finance and management roles. He is currently principal within property development and property management companies. Mr Campbell is also a member of the Warrenpoint Harbour Authority.



Dr Michael Hollywood lives in Belfast. He holds a PhD in Atomic Physics, from Queen's University. Dr Hollywood is a self-employed management consultant. He is the recently retired Head of Scientific Research at the Gallaher Ltd Group.



Dr Christine Kennedy lives in Donaghadee. She has a PhD from the University of Ulster. She is a partner in a dairy and beef farm. She also serves as an Independent Assessor for the Office of the Commissioner for Public Appointments (OCPA) and for management consultants PricewaterhouseCoopers and is an assessor for the Department of Agriculture and Rural Development (DARD), 'Peace and Rural Development Projects'. Dr Kennedy holds numerous voluntary positions, including membership of the UFU's Board. She is a present member of the Food Strategy Implementation Partnership Board.



Mr Nicholas Mack lives in Newcastle. He has an MSc in Agricultural and Rural Policy and over 20 years' experience in rural development in Scotland, the Republic of Ireland and Northern Ireland. He is currently the Director of the Rural Development Council's (RDC) Policy and Innovation Research Unit and has worked with the RDC for the last 10 years.



Professor Grace Mulcahy lives in Co Wicklow. She qualified as a veterinary surgeon from University College Dublin (UCD), from where she subsequently gained a PhD. She is currently Professor of Veterinary Microbiology and Parasitology at UCD and is a Foundation Diplomate of the European College of Veterinary Parasitology. Professor Mulcahy is also a member of the Veterinary Council of Ireland, a voluntary position.



Mr John McKinley lives in Ballycastle. He has a BAgr and Postgraduate Certificate in Education from Queen's University; completed a Business Start Up programme through the University of Ulster and a Corporate Manager programme with the Industrial Development Board. Mr McKinley runs his own beef and sheep farm and is also a consultant in food products, marketing, and tourism and environmental projects. He also works as an agri-environment skills instructor via the Department of Agriculture and Rural Development (DARD) organised workshops.



Professor Stewart McNulty lives in Belfast. He qualified in veterinary medicine from Trinity College, Dublin, from where he also gained a PhD. Professor McNulty retired as Chief Veterinary Research Officer with DARD Science Service in 2001. He is currently a member of the Health Promotion Agency Board, NI, a voluntary position.



Mr James Noble lives in Newtownards. He has an MSc from Queen's University and several qualifications in dairying. Mr Noble is currently a Non-Executive Director with the Manufacturing Technology Partnership. He has previously held a number of public appointments.



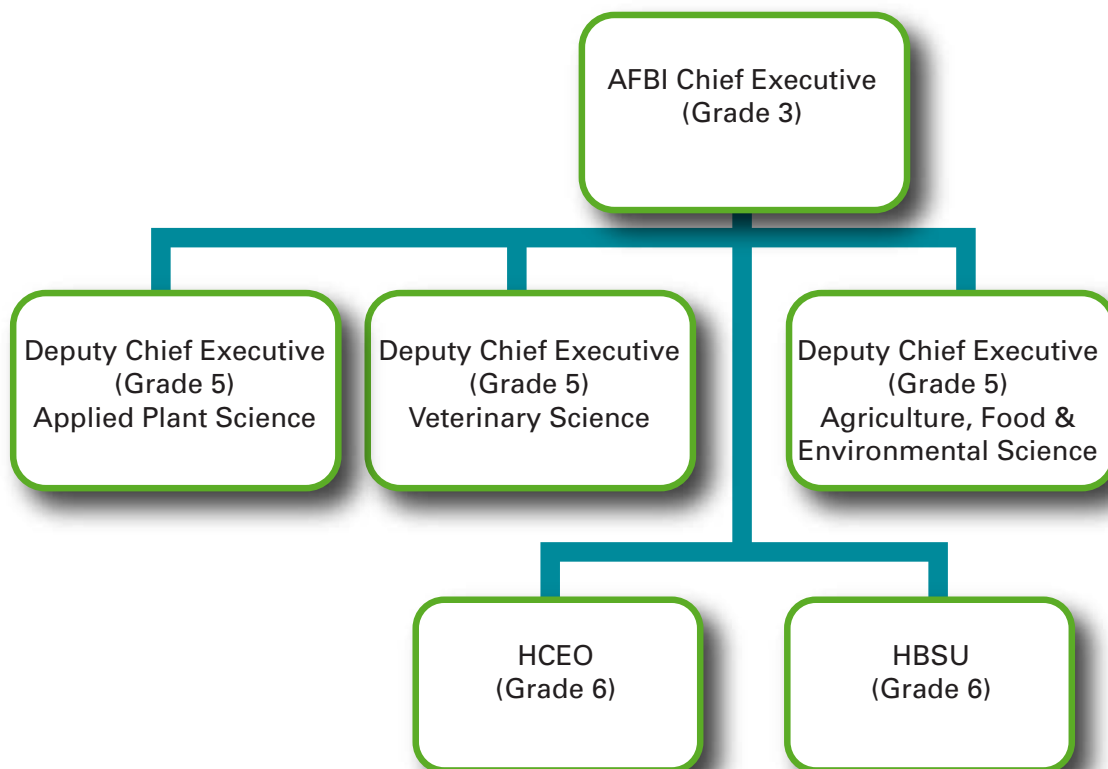
Mr John Rankin lives in Newtownards. He has run his own dairy farm for over 40 years and is also Director of both NFU Mutual and Farm Family Development Ltd. Mr Rankin is a former ARINI Trustee, a voluntary position, and is currently a member of the Agricultural Wages Board.



Mr Michael Walker lives in Newtownabbey. He has an MSc from Queen's University and is a Fellow of the Royal Society of Chemistry (RSC). He holds the RSC's Masters degree in Food, Drugs and Water. He is a self-employed consultant on food and water issues, civil and criminal litigation. Mr Walker has held a number of public appointments in recent years.

Annex C AFBI Structure

Operational responsibility for AFBI rests with the Chief Executive Officer (CEO), who is also the AFBI Accounting Officer. The CEO is supported by 3 Deputies, each responsible for the delivery and quality aspects of the science programmes, a Head of Chief Executive's Office (HCEO) and a Head of Business Support Unit (HBSU). The CEO is responsible to the AFBI Board. The CEO, deputies and the heads of CEO office and Business Support Unit constitute the AFBI Executive Management Team that addresses corporate management issues.



Annex D AFBI sites

AFBI consists of some 800 staff, and has an annual budget of around £50 million. It occupies 7 specialised sites across Northern Ireland.

- 1: Newforge Lane, Belfast.
- 2: Stormont.
- 3: Omagh.
- 4: Crossnacreevy.
- 5: Loughgall.
- 6: Hillsborough.
- 7: Bushmills.

