Introduction

Strong in our Heritage: Ambitious for Our Future

SRUC, now in the second year of its five year plan is moving forward in leaps and bounds as the newly formed Scotland’s Rural College. We exist to deliver comprehensive skills, education and business support for Scotland’s land-based industries, founded on world class and sector-leading research, education and consultancy. The integration of these three complementary ‘knowledge exchange’ services is of significant value to all with an interest in land-based activities – be they learners, businesses, communities or policymakers.

In this Strategic Plan we wish to share our vision and commitment to work with stakeholders at regional, national and international levels, leading innovation and sustainable development in the food, agriculture and the rural sectors. To achieve this, we will draw on our accomplished history of more than a century of success in supporting land-based communities and industries.

SRUC is unique in Scotland and one of the largest organisations of its kind in Europe with key strengths in the diversity of our assets and skills of our staff. We will utilise these significant strengths as we serve our increasingly diverse range of customers.

Our aim is to build on our culture of excellence and we wish to become the UK’s leading agricultural and rural focused Further and Higher Education Institution, with increased global links and impact. To deliver this aim we are in discussions with the University of Edinburgh about how we develop further our existing Strategic Alignment to achieve these aims.

By combining our high quality, relevant courses with excellence in teaching, support and our innovative research this will enhance the land-based sector by delivering new skills and knowledge. Supported by SAC Consulting, a division of SRUC, who deliver leading-edge advice and consultancy to over 12,000 clients, we will further enhance knowledge exchange to rural industries throughout Scotland and the rest of the UK.

Strong in our heritage, yet stronger still as SRUC, we will strive to lead the way in delivering economic, social and environmental benefits, while providing a strong voice for our rural industries.
SRUC Strategic Plan Summary 2013 - 18

Mission

• Committed to excellence in the advancement, communication and translation of knowledge throughout the rural sector.

Vision

• Leading innovation and sustainable development in agriculture, land and the rural sector.

Values/Global Aims

• To create SRUC academic resources which have national impact and global influence.
• To be an international leader in land-based education, research and consultancy services.
• To be a sustainable, well-resourced organisation with exemplary environmental credentials and real ownership amongst students, staff and stakeholders.
• To continue to build on our assets and reputation.
SRUC Strategic Plan 2013-2018

Aims
Build a culture of educational excellence through the development of a Rural University College with degree awarding powers

Objectives
Deliver a sector-leading research programme with cross-disciplinary outputs that inform our education and consultancy activities to secure peer recognition and impact at national and international levels of attainment.

Secure a research environment and profile that creates undergraduate, and post-graduate student demand and stimulates staff recruitment from the UK and overseas.

Key Performance Indicators (KPIs)

Achieve international quality or equivalent assessment of research from Scottish Government research portfolio review (2014).

- RESAS Research Portfolio review will assess (i) science and impact (via reports and an expert panel review in September 2014); (ii) stakeholder impact (via consultants; (iii) underpinning capacity (assessed by RESAS staff) and (iv) funding model (assessed by RESAS staff).

- Specific preparation for this will be required from Q2 in 2014. In the meantime, the key activity is delivering agreed milestones in the RESAS research programme – annual reports will be an important part of the evaluation.

Achieve taught degree awarding powers by 2015/16 and research degree awarding powers by 2015/16.

- Work continues on developing the evidence base to meet the criteria in tandem with a proactive approach by Education Division managers in contributing towards the development of the Strategic Alignment between SRUC and University of Edinburgh.

Achieve compliance with our annual SFC Outcome Agreement (FE/HE) and success in the Enhancement-led Institutional Review (2014), annual compliance with existing validating bodies, QAA and Education Scotland.

- Outcome Agreement 2014/15 - planning in place to achieve the targets and outcomes contained within the Outcome Agreement for the 2014/15 academic year.

- Validating bodies – annual reports will be compiled and submitted to the validating bodies in late 2014 for academic year 2013/14

- Education Scotland – successful outcome in the 2014 review. Action plan being compiled to address recommendations for 2014/15.


Traffic Lights Key

- Green - Delivery of outcomes towards KPIs as planned
- Amber - Significant but incomplete delivery of outcomes towards KPIs as planned
- Red - Activity planned but not actioned at this time
SRUC Strategic Plan 2013-2018

Aims
Be a top UK agriculturally focused HEI with increased global links and impact

Objectives
Deliver a programme of research, consultancy and knowledge transfer and exchange that has an international reputation when benchmarked with peer institutions.

Grow an international portfolio of educational courses and post-graduate research that raises our research profile and expertise internally at SRUC and globally.

Provide a first class technical and business service to our consultancy clients where business growth, increased margins and sectoral penetration are coupled with the highest standards of client satisfaction.

Key Performance Indicators (KPIs)
Achieve top 3 place in Research Power ranking for Agriculture, Veterinary and Food Science panel in REF 2014.

- Joint REF submission with University of Edinburgh was made on 21 November 2013. REF results will be published in December 2014.

Increase research postgraduate student enrolment by 100% and taught postgraduate student enrolment by 75% by 2018.

- Postgraduate research student registrations at January 2014 are up 18% on last year and up 68% on 2011.
- Taught postgraduate student registrations at January 2014 are up 3% on last year and up 36% on 2011.

SRUC maintained as the provider of choice to Scottish Government while responding to our customer base via contemporary consultancy and advice in the post CAP reform period.

- Regular meetings and consultations have been held, and continue with senior Scottish Government staff including Bob McIntosh, David Barnes and Frank Strang. This includes planned workshops with SRUC/SG on the Rural Development Programme, Behavioral Change and Food and Drink for 2014.
Aims
Create a new FE/HE model for Scotland with innovative delivery of academic and practical expertise to enhance articulation and progression opportunities

Objectives

Deliver an innovative and stimulating portfolio of education and training that leads in the land-based industries and enables our students to achieve academic excellence coupled with career opportunities to sustain and have impact in the agricultural and rural sectors.

Work with employers, stakeholders and other professional bodies to ensure that our education, training and knowledge transfer and exchange programmes are responsive to the needs of our customers and contribute to societal, economic and environmental goals in Scotland, the UK and beyond.

Key Performance Indicators (KPIs)

**Complete the National Strategy for Land-based tertiary education in 2014.**
- Good progress has been made in partnership with the SFC to agree the framework for the development of the National Strategy. This has included a successful consultation exercise, led by the SFC and including all colleges currently providing land-based education courses.
- SRUC’s Assistant Principal (FE) chairs the Colleges Group tasked with developing the National Strategy. This Group is based on the former Rural Colleges Group, with ten colleges represented and met for the first time on 27 November 2013. The Group has agreed to focus on specific curriculum areas and has established two short-life working groups, one for agriculture and the other for animal care and veterinary nursing. The working groups will report back to the SFC in autumn 2014.

**Achieve student number targets per annual SFC Outcome Agreements and SRUC targets for RUK and overseas students together with the development of 4 new postgraduate taught courses.**
- The target WSUMs for 2015/16 from SRUC’s Outcome Agreement is 35,494.
- Likely to be slightly below target in fundable HE student numbers due to the late allocation of additional SFC funded HE student places. These funded student places were allocated to SRUC after the peak recruitment time for Barony/Elmwood/Oatridge campuses.

**Achieve a position in the top three in our sector within the National Student Survey by 2015 (NSS)**
- SRUC’s results for its second year of participating in the NSS were encouraging with an increase to 89% overall satisfaction from the inaugural percentage of 80% in 2013. This exceeds the Scottish overall satisfaction rate of 87% and fulfils the strategic objective to meet the 2013 Scottish rate of 86% by the third year of participation.
- SRUC’s overall rate of 89% places it second in a list of UK participating land-based sector HEIs, 1% point behind the highest placed institution.
- The Action Plan, drawn up following last year’s results, has been updated to reflect this year’s findings with SRUC working with SRUCSA to review the impact of activity introduced in the past year and identify further scope for improvement.
Aims
Provide an enabling culture that supports our staff, students, stakeholders and our institution in achieving our vision and mission.

Objectives
Be an exemplary, socially responsible employer, successful in recruiting, developing and retaining outstanding people within an environment that nurtures equality, inclusion and diversity and supports communities locally, nationally and internationally.

Develop the highest standards in the delivery of professional services and resources in human resources, finance, estates, information systems and governance to maximise the delivery of institutional plans and achieve a sustainable organisation.

Develop new income streams, such as philanthropic giving, to enable the development of world class facilities.

Minimise our environmental footprint, support the promotion of sustainability in the curriculum and meet our obligations under the Universities and Colleges Climate Commitment for Scotland.

Key Performance Indicators (KPIs)

Achieve and maintain relevant awards: Investors in People, Athena Swan Bronze and Concordat in HR Excellence together with measures of staff satisfaction.

- At the last Investors in People review undertaken in 2013 the former SAC activities retained silver status and the former FE colleges were awarded Bronze status.

- SRUC has joined Athena Swan – the initiative is aimed at advancing women’s careers in science, technology, engineering, maths and medicine (STEMM) in the HE sector and SRUC is working towards Bronze status. The self-assessment team has been established and met for the first time in February. A new staff mentoring scheme is being piloted.

- Planning is underway to seek Concordat in HR Excellence and Concordat on Research integrity awards. All of these are likely to become important requirements of funders in future.

- SRUC Employee Survey 2014 was completed in March 2014. Results are being analysed and input will be arranged with Investors in People and the Employee Engagement Forum. Agreed shared values to be rolled out in September 2014.

- Positive and constructive working relationships maintained with the recognised Trade Unions.

Plan and deliver a strategically-focused infrastructure programme in response to the SRUC Corporate Plan including improved quality of staff and student accommodation and facilities.

- Development of an Infrastructure strategy underway following support from the Scottish Futures Trust. Top line strategy to be agreed by September 2014

- A detailed condition survey and Facilities Management Audit has been undertaken to provide a better understanding of the condition of the estate to aid the development of the estates strategy and prioritise compliance works.
Deliver a 5% financial surplus across the institution by 2018 including growing philanthropic giving to £250k p.a. by 2018.

- In year financial position is challenging due to a number of additional costs which had not been budgeted
- Bill and Melinda Gates Foundation has now met with SRUC to discuss partnership in overseas programme in support of rural livelihoods including livestock breeding and health. Discussions are ongoing with BMGF, University of Edinburgh and the International Livestock Research Institute to develop proposals in this area.
- In January 2014 the post of Assistant Principal (Development & Alumni Relations) was filled.

Establish baseline CO2 emissions for SRUC (against 2012/13 levels) and set 15% reduction targets in support of Scottish Government climate change targets over 5 years.

- Baseline data has been secured for all environmental targets.
- Annual action plans are being put in place to reduce our environmental footprint.
- Staff participate in regular events to minimise energy use and promote environmentally friendly activities, eg. cycle to work and walk to work.
- Energy reduction plans are being implemented across the campuses.
## SRUC Strategic Plan 2013-2018

### Stakeholder Map

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Partners</th>
<th>Clients</th>
<th>Students</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expectations</strong></td>
<td>Build a culture of excellence through the development of a new FE/HE model for Scotland with innovative delivery of academic and practical expertise to enhance articulation and progression opportunities.</td>
<td>Provide a first class technical and business service for our client base where business growth, increased margins and sectoral penetration are coupled with the highest standards of client satisfaction.</td>
<td>Deliver innovative &amp; stimulating courses that enable students to achieve excellence coupled with career opportunities to sustain and have impact in the agricultural and rural sectors.</td>
<td>To be an exemplary, socially responsible employer, successful in developing and retaining outstanding people within an environment that nurtures equality, inclusion and diversity and supports communities locally, nationally and internationally.</td>
</tr>
<tr>
<td><strong>Contributions</strong></td>
<td>Providing high level specialised services that enable and support SRUC towards operating a highly successful business.</td>
<td>Experienced, skilled and competent consultants.</td>
<td>Students from a variety of backgrounds with a wide range of experience and skills, and an ever growing international student body.</td>
<td>Professional input across four divisions from highly motivated and competent staff.</td>
</tr>
<tr>
<td><strong>Delivery</strong></td>
<td>Work with partners to ensure that our education, training and knowledge transfer and exchange programmes are responsive to the needs of our partners and contribute to societal, economic and environmental goals in Scotland, the UK and beyond.</td>
<td>SRUC retained as the provider of choice to Scottish Government while responding to customer base via contemporary consultancy and advice in the post CAP reform period.</td>
<td>An SRUC education equips students with the skills, knowledge and experience to move confidently into their chosen career.</td>
<td>Implementing the values and objectives for SRUC to deliver the Mission to be recognised as an international leader in land-based research and consultancy services.</td>
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### Internal Enablers

- Processes/systems – SRUC is supported and enhanced through modern and effective Information Service systems.
Scottish Government’s National Performance Framework – SRUC Alignment to Our Strategic Aims

<table>
<thead>
<tr>
<th>National Performance Framework</th>
<th>SRUC</th>
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<tbody>
<tr>
<td>Improve the rural economy and quality of life</td>
<td>Develop a Rural University College</td>
</tr>
<tr>
<td>We live in a Scotland that is the most attractive place for doing business in Europe</td>
<td><img src="https://example.com/significant.png" alt="Significant Contribution" /></td>
</tr>
<tr>
<td>We realise our full economic potential with more and better employment opportunities for our people</td>
<td><img src="https://example.com/significant.png" alt="Significant Contribution" /></td>
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<tr>
<td>We are better educated, more skilled and more successful, renowned for our research and innovation</td>
<td><img src="https://example.com/significant.png" alt="Significant Contribution" /></td>
</tr>
<tr>
<td>Our young people are successful learners, confident individuals, effective contributors and responsible citizens</td>
<td><img src="https://example.com/significant.png" alt="Significant Contribution" /></td>
</tr>
<tr>
<td>Our children have the best start in life and are ready to succeed</td>
<td><img src="https://example.com/significant.png" alt="Significant Contribution" /></td>
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<tr>
<td>We live longer, healthier lives</td>
<td><img src="https://example.com/significant.png" alt="Significant Contribution" /></td>
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<td>We have tackled the significant inequalities in Scottish Society</td>
<td><img src="https://example.com/significant.png" alt="Significant Contribution" /></td>
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<tr>
<td>We have improved the life chances for children, young people and families at risk</td>
<td><img src="https://example.com/significant.png" alt="Significant Contribution" /></td>
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<tr>
<td>We live our lives safe from crime, disorder and danger</td>
<td><img src="https://example.com/significant.png" alt="Significant Contribution" /></td>
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<tr>
<td>We live in well-designed, sustainable places where we are able to access the amenities and services we need</td>
<td><img src="https://example.com/significant.png" alt="Significant Contribution" /></td>
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<tr>
<td>We have strong resilient and supportive communities where people take responsibility for their own actions and how they affect others</td>
<td><img src="https://example.com/significant.png" alt="Significant Contribution" /></td>
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<tr>
<td>We value and enjoy our built and natural environment and protect it and enhance it for future generations</td>
<td><img src="https://example.com/significant.png" alt="Significant Contribution" /></td>
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<tr>
<td>We take pride in a strong, fair and inclusive national identity</td>
<td><img src="https://example.com/significant.png" alt="Significant Contribution" /></td>
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<tr>
<td>We reduce the local and global environmental impact of our consumption and production</td>
<td><img src="https://example.com/significant.png" alt="Significant Contribution" /></td>
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<tr>
<td>Our public services are high quality, continually improving, efficient and responsive to local people’s needs</td>
<td><img src="https://example.com/significant.png" alt="Significant Contribution" /></td>
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**SRUC**

<table>
<thead>
<tr>
<th>Contribution</th>
<th>Significant Contribution</th>
<th>Major Contribution</th>
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<td><img src="https://example.com/significant.png" alt="Significant Contribution" /></td>
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Executive Management Team

Acting Chief Executive
Janet Swadling

Vice Principal Research
Professor Geoff Simm

Vice Principal Education
Professor David McKenzie

Interim Head of Professional Services
Alasdair Cox

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