



# Candidate Brief

Non-Executive Directors  
SRUC Board  
2020



*Scotland's Rural College*  
*Leading the way in Agriculture and Rural Research, Education and Consulting*

## CANDIDATE BRIEF

### Non-Executive Directors – SRUC Board

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SRUC a Charitable company limited by guarantee, SC003712. Registered in Scotland No SC103046

## Introduction



SRUC has embarked on a mission to reposition itself for long-term sustainability and future growth by developing bold and ambitious strategies to reconnect agriculture, land-based activity, the environment and food supply to society and the needs of the natural economy.

To place SRUC in the strongest possible position as we advance and develop our plans, address a number of retirements from the Board and to accelerate the pace of transformational change, the Board is seeking to recruit three new Non-Executive Directors.

These roles present opportunities to become involved and contribute to the future success of an organisation of strategic national importance at a period of exceptional change within the Higher Education Sector and the natural economy in Scotland and beyond.

**Sandy Cumming CBE**

Chair of the Board of Directors - SRUC

## SRUC – Overview and Background

SRUC is a unique organisation founded on world class and sector-leading research, education and consultancy. As a Higher Education Institution, we have specialist expertise in Education and Research and offer unrivalled links with industry through our Agricultural Business Consultants.

SRUC's principal purpose is to advance education, science, research and environmental protection and improvement in the rural and land-based industries, both domestically and internationally. The commercial consultancy, skills training and research activities are undertaken through SAC Commercial Limited. References to "SRUC" in this specification includes both SRUC and SAC Commercial Limited.

SRUC employs approximately 1,300 staff operating from 6 campuses, 8 farms, 25 consulting offices, 6 research centres and 8 veterinary surveillance centres located primarily across Scotland.

## Academic Strategy

It is SRUC's intention to become a fully-fledged university – a new and unique kind of university for the 21st century that is regional, accessible, market-focused and responsive to a diverse range of challenges in the emerging natural economy. We will be a strong and unique anchor institution where research, skills and business converge. Such convergence will create new insights that deliver big strategic leaps and completely new propositions for business, society and government.

All of this activity is firmly rooted in our distinctive ethos of a Scotland-wide presence through regional centres of global excellence. Our objective is to deliver on shared goals with government, business and other partners to drive forward the natural economy through inclusive growth, job creation and generation of commercial opportunities.

We will be a research-led organisation pushing on to fulfil higher, world leading goals. Our work will also deliver towards the UN Sustainable Development Goals (now integrated within the NPF), including: Responsible Consumption and Production; Decent Work and Economic Growth; Life on Land; Zero Hunger; Climate Action; Good Health and Wellbeing and Gender Equality.

Our regional presence in Scotland is essential to allow us to be responsive to local needs. The unique integration of our research, education and consulting specialisms are key to allowing SRUC to deliver an unparalleled service to our students and customers.

We are moving towards a business model comprising integrated regional specialisms/faculties, which maximise the potential of our people and expertise while creating new opportunities for partnerships, co-location, investment and growth. Each region has a Dean responsible for the development of their specialism, who will be outward looking as well as supporting internal development, with additional responsibility for extending the collaborative and commercial partnerships in their faculty's area.

Each faculty's activities will have a strong focus on, but will not be limited to:

<b>NORTH:</b>	Rural Land Use and Veterinary & Animal Science
<b>CENTRAL:</b>	Natural Sciences, Policy and Enterprise & Business
<b>SOUTH &amp; WEST:</b>	Land Use, Pasture-based Agriculture and Forestry

#### **LOCALLY ROOTED, GLOBALLY FOCUSED**

As part of our commitment to excellence in multi-disciplinary work, we are establishing a limited number of cross-faculty, outcome driven Transdisciplinary Research Centres (TRCs). These will develop research partnerships within Scotland, across the UK and internationally to tackle specific challenges.

## **SRUC's Vision and Mission**

SRUC's new model will deliver to the needs of the natural economy as a new, successful 21<sup>st</sup> Century university.

#### **VISION**

To become Scotland's enterprise university at the heart of a sustainable natural economy.

#### **MISSION**

To create and mobilise knowledge and talent. To partner locally and globally to benefit Scotland's natural economy

## Boards and Principal & Chief Executive

The SRUC Board and the SAC Commercial Ltd Board are both chaired by **Sandy Cumming CBE**.

The Principal and Chief Executive of SRUC is **Professor Wayne Powell**.

## About the SRUC and SAC Commercial Ltd Boards

Academic and government funded not-for-profit business is conducted through SRUC, while commercial (for profit) activities are conducted through SAC Commercial Limited.

Current Board Committees include: Academic Board, Remuneration and Appointments, Audit & Risk and Finance & Estates. SAC Consulting business is addressed by the SAC Commercial Limited Board.

The members of the SRUC Board are listed below.

### Chair

- **Sandy Cumming CBE**

### Non-executive SRUC Board Members

- Mia Aitchison (Union-nominated Member)
- Annette Bruton
- Hayley Colbert (Student Member)
- **Fred Dinning** (Retiring Autumn 2020)
- **Katie Dubarry** (Student Member)
- **Professor Seamus McDaid CBE (Vice Chair)** (Retiring Autumn 2020)
- **Julie Fortune** (Union-nominated Member)
- **Margaret Khinichich**
- **Elma Murray**
- **Dr Kate Richards** (Retiring Autumn 2020)
- **Professor Christine Williams**
- **Jim Hume**
- **Ian Ross**
- Caroline Millar (Retiring Autumn 2020)
- Bruce Wood
- Kerry Allison (Staff Member)
- Steven Thomson (Staff Member)

### Executive Leadership Team (ELT)

- Principal and Chief Executive, Board Member - **Professor Wayne Powell**
- Director of Commercialisation and Innovation – **Colin MacEwan**
- Academic Director - **Professor Jamie Newbold**
- Professional Services Director - **Gavin Macgregor**
- Finance Director - **Hugh Anderson**
- Director of Marketing, Digital and Communications - **Caroline Bysh**

## Governance Structure

SRUC is a company limited by guarantee (SC103046) and is a registered Scottish charity (SC003712). SRUC's principal purpose is to advance education, science, research and environmental protection and improvement in the rural and land-based industries, both domestically and internationally.

SAC Commercial Ltd (SC148684), a wholly owned subsidiary of SRUC, undertakes SRUC's commercial activities in the areas of Consultancy, Education and Research.

SRUC's learning activities are funded by the Scottish Funding Council (SFC). SRUC continues to receive a proportion of its funding for its research, veterinary and advisory activities directly from the Scottish Government.

SAC Corporate Trustee Ltd operates as the trustee of the SAC Foundation, a charitable trust which receives the profits from SAC Commercial Ltd for investment in SRUC. The trustee holds the shares in SAC Commercial Limited as trustee for the Foundation.

Academic and government funded not-for-profit business is conducted through SRUC, while commercial (for profit) activities are conducted through SAC Commercial Limited.

The current SRUC Board comprises 18 non-executive directors and one executive director, including staff, union and student members.



## The Role of Non-Executive Director - SRUC

SRUC is seeking to appoint three Non-Executive Directors with strategic experience. These appointments would carry the responsibilities of a Company Director and Charity Trustee.

SRUC is committed to ensuring that the Board represents the community, stakeholders, staff and students which it represents and welcomes expressions of interest from all suitably experienced individuals who have the experience and expertise needed to help direct and shape the organisation into the future. Expressions of interest are welcomed from applicants currently underrepresented on the Boards who would further enhance its diversity.

Current Board Committees and Sub Committees which successful candidates may be asked to join include: Remuneration & Appointments, Audit & Risk, and Finance & Estates.

### Qualifications and experience required:

Candidates are sought who can assist in taking SRUC through the next stage of its development.

Applications are invited from individuals who can demonstrate all or most of the following:

- Experience of strategic planning and management.
- Board level experience at a national and international level.
- An appreciation of the functions and responsibilities of an organisation which receives significant funding from both Government and commercial sources.
- Significant experience or knowledge of Higher Education at a senior level.
- Significant experience at a senior level of commercial/entrepreneurial environments.
- Ability to give a time commitment of at least 18 days per annum.

Experience or knowledge of the following is desirable:

- Rural or agri-business industries and the environment.
- Transformational change in an institutional or commercial environment.
- Research

In order to balance the skills and backgrounds of existing Board members, and to anticipate future requirements, we are keen to attract candidates with high level commercial/private sector experience or experience in Higher Education.

Individuals joining the Board will be expected to bring independent judgement to bear on issues of strategy, policy and performance and to offer high level advice on the development and management of programme and policy initiatives. These are challenging opportunities for highly motivated individuals to put their experience and expertise to use in support of rural businesses and communities, education and research.

Successful candidates will have the personal credibility and rounded experience to make a significant contribution to Board discussions. Through a persuasive and engaging personality, candidates will demonstrate the ability to be creative, incisive, objective, challenging, thought provoking and constructive.

## SRUC Divisions

### Academic Division

Responsible for the newly integrated Research & Education divisions, internationalisation strategy, and research farms.

#### Academic Division - Education

SRUC's Education Division aims to create a national centre of excellence for Further and Higher Education and training for the land-based sector. Delivery of land-based courses is at all levels, from access courses and vocational studies, through undergraduate programmes covering HNC, HND and undergraduate degree courses, to taught postgraduate programmes and PhDs. Within six months of completing courses, 95% of SRUC graduates are in work or are continuing in full-time education.

The division comprises 6 Curriculum Departments delivering the following programmes across 6 Campus locations throughout Scotland:

- Agriculture & Rural Business Management
- Animal & Equine
- Engineering, Sciences and Technology
- Environment & Countryside
- Horticulture & Landscape
- Sport & Tourism

#### Academic Division - Research

Focused on rural, environmental and land-based activity and underpinning our education and consultancy activities, SRUC's research addresses health and productivity in animals, animal welfare and crops, promotes low carbon farming and increases farm output through efficiency and innovation. Our research vision is to be a dynamic and innovative research community that benefits the rural economy and rural communities and enhances their environment through the following Research Groups:

- Animal & Veterinary Sciences
- Crop & Soil Systems
- Future Farming Systems
- Land Economy, Environment & Society

#### Academic Division – Veterinary Services

Veterinary Services (VS) delivers the Scottish Government's disease surveillance programme and provides laboratory diagnostic and consultancy services to veterinary surgeons in practice through a network of 8 Disease Surveillance Centres based at: Aberdeen, Ayr, Dumfries, Edinburgh, Inverness, Perth, St. Boswells & Thurso. VS employs over 25 vets and 100 scientific and support staff. VS main commercial business streams include:

- Veterinary Consultancy
- Premium Cattle Health Schemes (2,500 members)
- Premium Sheep & Goat Health Schemes (3,000 members)
- Livestock diagnostic testing
- Analytical testing of soils, plants, silage and feedstuffs.



## Commercialisation & Innovation Division

Responsible for commercialisation strategy, new income generation, key account leadership, Agri-Tech leadership, developing intellectual property, strategic partnerships and alliances, knowledge exchange leadership, alumni relations, mergers & acquisitions, SAC Consulting Solutions, SAC Consulting Vet Services (see below).

SRUC provides a wide range of agricultural consultancy services to clients across Scotland, the United Kingdom and a number of international locations. With an annual turnover of circa £21 million, SRUC employs a team of more than 375 consultants, veterinary surgeons, technicians and support staff who deliver independent, quality and accessible services to farmers, rural businesses, food processors and associated clients.

## Commercialisation & Innovation Division – SAC Consulting Solutions

SAC Consulting Solutions (SACCS) provides independent and impartial consultancy services on technical, financial and environmental matters to rural and land-based industries. They employ circa 200 staff across 25 consultancy offices, strategically located throughout Scotland and the North of England.

## Professional Services Division

**Professional Services Director:** Responsibility for - Human Resources, Organisational Development, Information Systems, Property & Estates, Alumni Relations, Communications, Equality & Diversity, Environment Health & Safety, Company Secretarial support, Board & Committee Management, Corporate Governance & Information Management e.g. Data Protection, FOIs, Complaints etc.

Professional Services provides an enabling culture that manages the infrastructure and facilitates the day to day activities across the Divisions and Faculties.

## Finance Division

**Finance Director:** Responsibility for - Finance operations and management accounting, Audit services, Payroll/Pensions, Procurement, Finance & Estates, Audit & Risk.

## Marketing, Digital, Communications & Advancement Division

Based in Edinburgh and across campuses, remit includes, marketing and brand management (including digital), communications systems, internal & external communications, website and intranet management, student recruitment, stakeholder engagement, alumni relations and fundraising, events management.

## Fees, Terms and Location

Non-Executive Directors are appointed for a period of 3 years in the first instance with the possibility of extension for a further three years subject to a satisfactory appraisal. This post is remunerated with travel and subsistence expenses reimbursed.

These positions will be subject to a Disclosure Scotland check.

The SRUC central office is located at King's Buildings, West Mains Road, Edinburgh, EH9 3JG.

The location of the Board meetings alternates when practicable between all SRUC campuses:

[https://www.sruc.ac.uk/info/120169/campuses\\_and\\_offices](https://www.sruc.ac.uk/info/120169/campuses_and_offices)



## Application Process

Aspen People Ltd. have been appointed to support SRUC with the recruitment of these Non-Executive Director positions.

All applications must include the following:

- A full CV with your education and professional qualifications and full employment history, where possible giving details of budgets and numbers of people managed, relevant achievements in recent posts.
- A short covering letter of no more than two A4 sized pages explaining why this appointment interests you and how you meet the appointment criteria and key competencies as detailed in the candidate brief.
- Completed Equality & Diversity Monitoring Form which can be downloaded by [CLICKING HERE](#).
- Names of at least three referees. Please note, referees will not be contacted without your prior consent.
- Day-time, evening and mobile telephone numbers, together with an appropriate, confidential and acceptable e-mail address for all correspondence relating to your application.

Please email your CV, covering letter and completed Equality & Diversity Monitoring Form to Katy Gall – [kgall@aspenpeople.co.uk](mailto:kgall@aspenpeople.co.uk)

You will receive an acknowledgment of your application within 48 hours - if you do not please contact Katy Gall on 0141 212 7555.

## Contact Information:

Should you wish to have an informal, confidential discussion about the post, please contact: **Donogh O'Brien at Aspen People Ltd on 0141 212 7555.**

## Closing Date:

The closing date for all applications is noon on **Monday 24<sup>th</sup> August 2020.**

## Interviews:

Candidates selected for interview will be individually informed in writing of the date and location.

## Equal Opportunities:

### Equal Opportunities Policy Statement:

It is the policy of SRUC to provide equality of opportunity for all applicants for employment and for all its employees.

This policy of equal opportunity will apply regardless of a person's gender, age, marital status, parental status, race, colour, nationality, ethnic origin, religious beliefs, HIV status, sexual orientation, gender identity, gender reassignment, transexualism or physical or mental disability, or any other inappropriate distinction.

SRUC is committed to the development and use of employment procedures and practices, which do not discriminate and which will provide genuine equality of opportunity for all employees.

## Links to Supplementary Information on SRUC and SAC Consulting

The following additional links may be of particular interest for this role.

### SRUC

The SRUC website, [www.sruc.ac.uk](http://www.sruc.ac.uk), provides a significant amount of information about the organisation which may be of interest to prospective candidates.

Shaping our future: a new strategy for SRUC:

[https://www.sruc.ac.uk/homepage/1164/sruc\\_strategic\\_plan\\_2018\\_-\\_2023](https://www.sruc.ac.uk/homepage/1164/sruc_strategic_plan_2018_-_2023)

SRUC Annual Accounts to 31 March 2019:

[https://www.sruc.ac.uk/downloads/file/4450/annual\\_accounts\\_to\\_31\\_march\\_2019](https://www.sruc.ac.uk/downloads/file/4450/annual_accounts_to_31_march_2019)

Information on the current Board members of SRUC and SAC Commercial Limited:

<http://www.sruc.ac.uk/info/120394/governance>

Veterinary Services Overview:

[http://www.sruc.ac.uk/info/120107/veterinary\\_services](http://www.sruc.ac.uk/info/120107/veterinary_services)

SAC Consulting – our business in numbers:

[http://www.sruc.ac.uk/downloads/file/2139/sac\\_consulting\\_-\\_our\\_business\\_in\\_numbers](http://www.sruc.ac.uk/downloads/file/2139/sac_consulting_-_our_business_in_numbers)

### Edinburgh

Edinburgh Guide

<http://edinburgh.org/>

Public Transport in Edinburgh - Buses

<https://lothianbuses.co.uk/>

Public Transport Travel Planner (including Rail)

<http://www.travelinescotland.com/lts/#/travelInfo>



SRUC: Winner of the 2017  
Queen's Anniversary Prize  
for Higher and Further Education.



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