

# Corporate Plan 2011/12





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The SAC Board believes our organisation has much to offer our various stakeholders in helping tackle the significant issues facing the rural sector. We have witnessed unprecedented economic turmoil, seen governments respond to climate change with challenging targets for all sectors of society and have seen both the public and our politicians realise that food supplies, even in developed economies, are vulnerable. Key to all these issues is the optimum use of land.

SAC has, and will continue to further develop, expertise in many areas of academic endeavour which can contribute positive answers. To do that, and to achieve real progress, we must have a really ambitious vision for the future which is shared with our stakeholders and staff, very focussed on our business aims and directed and managed in a way which can sustain our viability against a background of public sector spending constraints in the short to medium term.

This plan sets out the vision which the SAC Board has for the organisation up until 2020. Whilst it is clearly not possible to be definitive about all the strategic actions required to achieve that vision over that whole period, we can map out the direction of travel we intend to pursue and be reasonably precise about the actions needed over the next three years to set us on that course. Therefore this plan defines both short to medium term (3 year) actions as well as setting out our longer term goals to 2020.

Our overall vision for the next decade is that we should work towards the development of a new University College, dedicated to rural issues and built on a federation of partners across FE, HE and Rural Research Institutes in Scotland. This would provide a 21st Century learning environment supported by a world-class applied-research base. It would enable greater integration and co-operation between scientists across a range of disciplines and support the flow of useful knowledge necessary to address the spectrum of challenging issues facing the rural sector.

Our vision encompasses a partnership approach, bringing together like-minded organisations which have, as their primary purpose, the advancement of knowledge and learning across a range of disciplines which directly impact on rural life. We are focused on outcomes which can impact positively on the rural economy and environment.

The purpose of this business plan is to ensure that we, as an organisation, continue to develop useful and valid services to a wide range of stakeholders. To do that we need to develop and strengthen our own business model and this plan sets out how we intend to achieve that.

I hope that this plan is clear; that all of our staff will help to deliver it, and that our clients will benefit from its outputs.

Professor Bill McKelvey  
Chief Executive & Principal on behalf of the SAC Board

# Our Vision

*"To be a leader of innovation  
and sustainable development  
in the rural sector."*



# Aims

To achieve our vision over the next decade SAC's aims are to:

- **Improve the rural economy and quality of life:**  
Integrating scientific research, consultancy and education through our campus and office network to support businesses that improve economic sustainability.
- **Increase sustainable food and energy production:**  
Innovation, competitiveness, quality and value-added for land managers through applied science and partnership working.
- **Deliver an improved environment and rural landscape:**  
Addressing problems of climate change, energy supply and the maintenance of biodiversity through a well-managed countryside.
- **Develop the high level skills of the rural workforce:**  
Working with partners to develop a comprehensive education and skills strategy for rural Scotland.
- **Develop a high quality working environment for our staff and students:**  
Continued reinvestment in infrastructure, making a difference for staff and clients.



# Our Objectives - Long Term

Our over-riding objective is to place SAC at the heart of a Federation of like-minded organisations in Scotland, focused on delivering innovation, growth and the improvement of the economic sustainability of rural communities. We hope to develop Scotland's tripartite model with relevant and strong research capability feeding directly into Further and Higher Education and consultancy services.

This means:

- Creating a Rural University College with academic resources having a national impact and global influence.
- Becoming a global leader in land-based consultancy services based on a programme of innovative science and knowledge transfer.
- Becoming an ever more sustainable, profitable and well-resourced organisation with exemplary environmental credentials and real ownership amongst staff and stakeholders.



# SAC's contribution to the Scottish Government's National Performance Framework

National Performance Framework		SAC Outcomes			
		Improve the rural economy and quality of life	Deliver an improved environment and rural landscape	Make agriculture more competitive	Develop the skills of the rural workforce
National Outcomes	We live in a Scotland that is the most attractive place for doing business in Europe	✓	✓	✓	✓
	We realise our full economic potential with more and better employment opportunities for our people	✓		✓	✓
	We are better educated, more skilled and more successful, renowned for our research and innovation	✓		✓	✓
	Our young people are successful learners, confident individuals, effective contributors and responsible citizens			✓	✓
	Our children have the best start in life and are ready to succeed	✓			
	We live longer, healthier lives	✓	✓		
	We have tackled the significant inequalities in Scottish Society			✓	✓
	We have improved the life chances for children, young people and families at risk	✓			✓
	We live our lives safe from crime, disorder and danger				
	We live in well-designed, sustainable places where we are able to access the amenities and services we need	✓	✓		✓
	We have strong resilient and supportive communities where people take responsibility for their own actions and how they affect others	✓	✓	✓	✓
	We value and enjoy our built and natural environment and protect it and enhance it for future generations	✓	✓		✓
	We take pride in a strong, fair and inclusive national identity		✓	✓	
	We reduce the local and global environmental impact of our consumption and production	✓	✓	✓	✓
Our public services are high quality, continually improving, efficient and responsive to local people's needs	✓	✓	✓	✓	

# SAC

# General Information



## Executive Management Team

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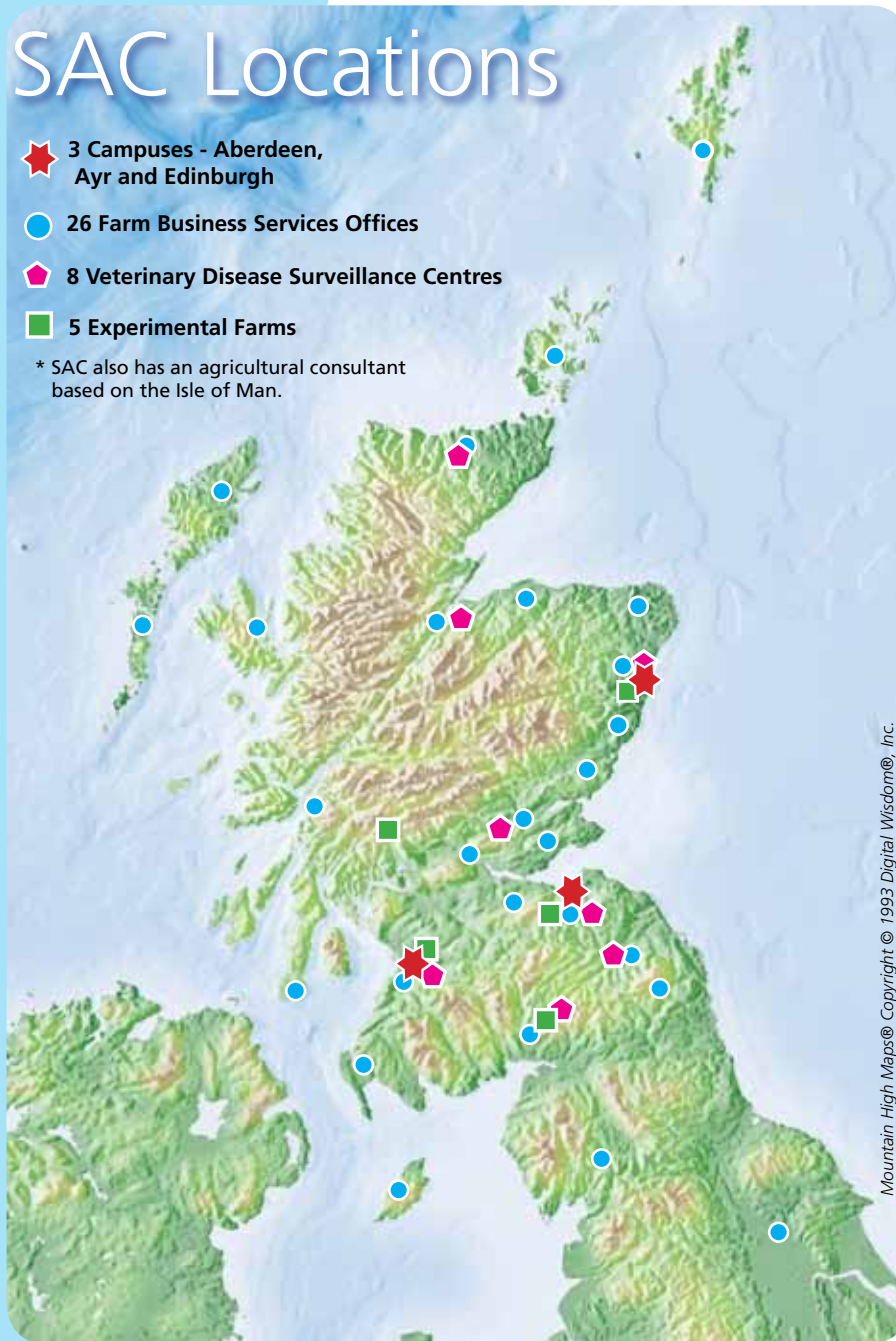
Head of  
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# SAC Locations

- ★ 3 Campuses - Aberdeen, Ayr and Edinburgh
- 26 Farm Business Services Offices
- ◆ 8 Veterinary Disease Surveillance Centres
- 5 Experimental Farms

\* SAC also has an agricultural consultant based on the Isle of Man.



Further information about SAC is available from: SAC Central Office,  
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