



Corporate Plan
2008/09





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Our Mission is ***'to enhance the rural economy and environment'***. To do that we are developing four main thrusts for the organisation which will

- Make agriculture more competitive
- Deliver an improved environment and rural landscape
- Improve the rural economy and quality of life and
- Develop the skills of the rural workforce

All of these aims depend on SAC further developing the skills of our own staff and providing resources for staff, students and clients which are fit for the future. Those are all key elements of this strategic plan.

The operating environment that we share with our clients is changing fast. Issues such as food security, energy supply, and disease security are evolving rapidly against a background of climate change. Rural businesses need to future-proof their livelihoods through improved business processes and diversification. They need to develop their operations to best meet the various challenges of global competition, environmental compliance and developments in government policy. We are here to help them.

SAC's Board and Executive Team believe that ***'the synergy generated by delivering Research, Consultancy, Education and Training as integrated services creates exceptional value for our clients'***. We are assisting them to change their businesses to meet new challenges as well as supporting the development of rural communities. The breadth of skills and methods of delivery mean we are well equipped to deal with the complex challenges that our stakeholders face. By holding true to our core values we aim to make a real difference for rural communities.

I hope that all readers of this plan will understand it, recognise their part in it and want to help in delivering it.

Professor Bill McKelvey
Chief Executive and Principal

Our Vision

“To be a leader of innovation and sustainable development in the rural sector.”

Our Aims

To achieve our vision over the next 3-5 years our aims are to:

Make agriculture more competitive:

Through developing and disseminating scientific knowledge and innovative practices SAC aims to increase the competitiveness of those involved in the agricultural and food production sectors. SAC will work with other public and commercial organisations to further develop our clients' capacity to innovate and create high-quality, value-added products that meet the growing demands of a global market.

Deliver an improved environment and rural landscape:

A well managed countryside provides both the background against which rural businesses can prosper and a recreational resource which makes a considerable contribution to human health & well-being. We will work to develop innovative solutions to the problems of climate change, energy supply and maintenance of biodiversity. We will strive to improve the environmental performance of our own business and those of our clients.

Improve the rural economy and quality of life:

Rural communities face a wide range of challenges that need to be addressed through a multi-disciplinary approach. The SAC operating model directly links research, consultancy and education activities across a national network of campuses and offices. This means that SAC can play an important role in understanding the socio-economic impact of change as well as supporting the diversification and improvement of business activities.

Develop the skills of the rural workforce:

The Scottish Government has placed great emphasis on developing Scotland's economy and communities through diversification, education and skills development. Rural communities face particular problems in accessing relevant support for skills development. SAC will work closely with other further and higher education establishments to widen the opportunities available to rural learners.

Develop a high quality working environment for our staff, students and stakeholders:

SAC is investing to upgrade its resources and facilities. By sustaining a strong financial position we will continue to invest in the infrastructure of the organisation to make it a modern and attractive place to work for all staff. We want to continue to develop SAC as a forward looking, objective and professional organisation which can make a real difference to the lives of our clients and improve the quality of life for our staff; these are our Core Values.

Our Objectives

During the lifetime of this plan we will strive to:

- Improve the knowledge and skills of all our customers.
- Help our customers improve their financial and environmental performance
- Help inform rural policy and assist in its implementation.
- Develop, grow and diversify our income base and generate a surplus for reinvestment
- Further improve organisational efficiency and effectiveness
- Attract and retain top quality staff by providing a diverse and fulfilling working environment
- Encourage and motivate our staff to achieve both their own aspirations and those of the organisation

Knowledge Transfer

SAC creates and transfers knowledge to customers, clients and partner organisations from our staff located in our network of offices, laboratories, classrooms and research facilities.

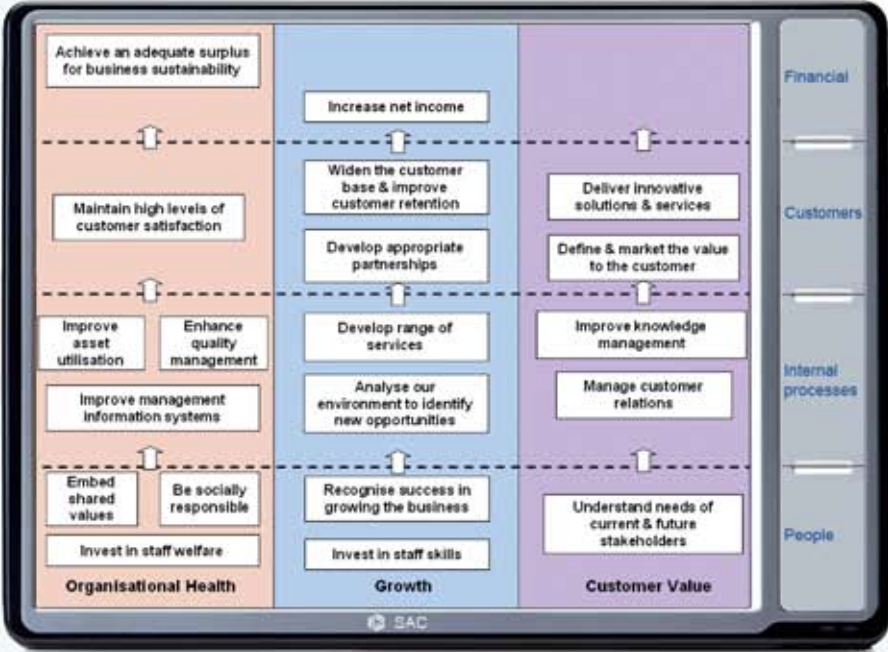
The way we manage our knowledge means our broad range of stakeholders benefit from the relationships between our researchers, consultants and educationalists, as depicted in Figure 1. Our researchers can link their work directly to the needs of the end-user, our consultancy clients receive the best advice informed by the latest research and our students are taught the most up-to-date curriculum by staff with relevant practical experience.

Figure 1. The knowledge transfer process.



Strategy

Our strategy is to continuously improve the services that we provide to our stakeholders be they farmers, research sponsors, Government or students. This is summarised in the Strategy Map below.



General Information

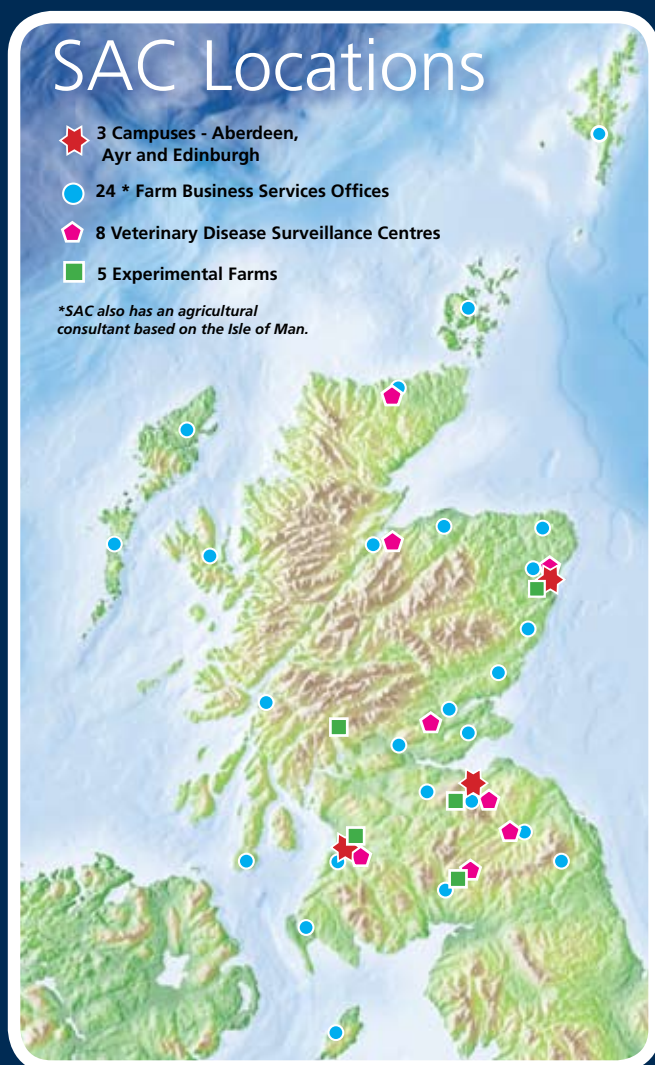


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