



The Scottish Parliament
Pàrlamaid na h-Alba

RURAL AFFAIRS, CLIMATE CHANGE AND ENVIRONMENT COMMITTEE

Patrick Machray, Chair
Janet Swadling, acting Principal
SRUC-Scotland's Rural College
Peter Wilson Building,
Kings Buildings,
West Mains Road,
Edinburgh EH9 3JG

c/o Clerk to the Committee
Room T3.40
The Scottish Parliament
Edinburgh
EH99 1SP

Tel: (0131) 348 5051

e-mail:
racce.committee@scottish.parliament.uk

Via email only

17 December 2015

Dear Mr Machray and Ms Swadling

SRUC EVIDENCE SESSION 25 NOVEMBER 2015

Thank you for giving oral evidence to the Rural Affairs, Climate Change and Environment Committee on 25 November.

The Committee believes SRUC plays a very important role in Scotland's rural economy in terms of education, research and consultancy. SRUC assists the Scottish Government and its agencies meet policy objectives and is a recipient of significant public funding. The Committee therefore has a considerable interest in the development of SRUC and its impact on the rural economy.

Following the session on 25 November the Committee agreed to write to you setting out its views and seeking additional information on—

- the strategic vision for SRUC;
- governance arrangements;
- senior executives' and directors' pay;
- evaluation of accounts and governance;
- disposal of land and buildings;
- veterinary disease centres and staff numbers.

These are set out in full below.

Subsequently, we received correspondence from a former employee of SRUC, highlighting various issues for the Committee's attention. This correspondence is referred to later in this letter.

The strategic vision for SRUC

The Committee welcomes your acknowledgment that clarity of vision for the organisation is needed as a matter of urgency. The Committee is strongly of the view that the development and articulation of a clear, focussed, strategic vision for the future of SRUC is vital to ensure its continued success, demonstrate the added value SRUC offers and ensure it achieves its goal of being the premier rural-centric HE/FE institution and the first choice for students in these disciplines.¹ **We expect to be kept up to date with progress in the development of the vision for SRUC and how this vision will be translated into a deliverable strategy.**

Given Mr Machray has been a member of the SRUC Board since 2007, and held the position of Vice Chair since 2012, we would welcome clarity on how this experience is informing his vision of the strategic direction of the SRUC.

Governance arrangements and degree awarding powers

In the evidence session on 25 November you alluded to the fact that the proposed governance arrangements which proved to be incompatible with the desires of the University of Edinburgh were a result of the need to ensure the post alignment governance arrangements accommodated the research and commercial nature of SRUC's commercial arm, SAC Consulting Ltd.²

You also expressed a desire to achieve degree awarding status as an independent institution and suggested that you were also considering a strategic alignment with another academic institution to achieve degree awarding power. You confirmed that academic, research and commercial activity has "equal weight" within SRUC.

The Committee seeks clarification as to why SRUC considers degree awarding powers to be so important and how that fits with the "equal weight" that academic, research and commercial activity has within SRUC.

The Committee seeks clarification as to how the governance impediments which led to the failure of the alignment with the University of Edinburgh could be overcome to facilitate such an arrangement in future. We would also welcome SRUC Board's views on the place of SAC Consulting Ltd as part of SRUC moving forward.

The Committee is aware of a number of vacancies in the current Executive Management Team as well as several positions which are currently filled on a temporary basis. This includes responsibility for academic direction, which appears to be shared between the Acting Principal along with two Deputy Directors for Further Education and Higher Education.³ We also note the previous Director of Finance post has not been filled, and these functions are being

¹ Scottish Parliament Rural Affairs, Climate Change and Environment Committee, Official Report, 25 November 2015, Col 14.

² Scottish Parliament Rural Affairs, Climate Change and Environment Committee, Official Report, 25 November 2015, Col 8, and Cols 14-16.

³ Scottish Parliament Rural Affairs, Climate Change and Environment Committee, Official Report, 25 November 2015, Col 15.

discharged by a Financial Adviser on a consultant basis in co-ordination with the Acting Principal and SRUC Head of Finance

In light of the staff changes, the financial challenges faced by SRUC and the importance of academic development, the Committee wishes to know if oversight of academic direction and financial control will be restored to a parity status within the senior executive structure of SRUC.

Senior executives' and directors' pay

Following the ongoing recruitment process, the Committee looks forward to the appointment of a permanent Principal and Chief Executive in 2016. **In your response to this letter the Committee would welcome an indication of when you expect the new Principal and Chief Executive to be in post.** The Committee remains concerned, however, about inflation in higher education salaries, particularly at the top end of the scale. In discussion with the Committee you were asked to provide evidence that you require to offer a salary of £200,000 in order to attract a leader for the organisation who can take SRUC forward. **We ask you to provide evidence that a salary of £200,000 is required for the post of Principal and Chief Executive. We also ask you to provide detail on how the current level of pay for SRUC senior executives and directors was determined and how these pay levels have varied over the last 5 years.**

Evaluation of accounts and governance

Reference was made during the evidence session to an external auditor evaluation of SRUC's corporate governance regime meeting best practice standards in terms of the 2012 Higher Education Code⁴ and to the external auditor evaluation of SRUC's accounts. The Committee asked for a published report of any external assessment or audit of such compliance (with OSCR rules) accompanying the accounts. **The Committee asks you to provide evidence which demonstrates how the governance of SRUC complies with OSCR rules, thereby supporting the statement to this effect in your annual report and accounts.**

Disposal of land and buildings

During the evidence session you undertook to confirm to the Committee the lands and buildings SRUC has disposed of, and plans to dispose of.⁵ **When providing this information we also request that you inform us of the expected timescale for decisions relating to the future of the Barony, Elmwood and Aberdeen campuses, and how you will address any conflicts of interest which may arise regarding the sale of assets.**

The Committee would also welcome you view on how SRUC's programme of disposal and acquisition of property assets fits with the strategic vision for the organisation going forward.

⁴ Scottish Parliament Rural Affairs, Climate Change and Environment Committee, Official Report, 25 November 2015, Cols 15-16.

⁵ Scottish Parliament Rural Affairs, Climate Change and Environment Committee, Official Report, 25 November 2015, Col 18.

You also undertook to provide us with further detailed information to the possible future provision of academic courses relating to forestry, game keeping, golf and veterinary nursing, and what the implications may be for the delivery of such courses in terms of the asset disposal/reconfiguration of SRUC campuses.⁶ **We look forward to receiving this information as part of your response to this letter.**

Veterinary Disease Surveillance Centres (VDSCs)

The Committee welcomes the confirmation that SRUC will continue to locate veterinary disease surveillance functions in the Inverness area. However, we remain concerned about staff numbers in the VDSCs and the redeployment of staff following the reconfiguration of services and transfer of the laboratory testing facilities to a central location.⁷ **The Committee would welcome an update on these issues, in terms of retained staff numbers, redeployed staff numbers, possible voluntary redundancy issues, as well as plans for the disposal of Drummondhill and where the replacement service might be based.**

We would also like further information on the funding of the VDSC network going forward (including the facility at Auchincruive in Ayr), including clarity of the level of public funding provided by the Scottish Government,⁸ the potential funding shortfalls you estimate the VDSC network may encounter in the next few years and how SRUC plans to address this.

The Committee recognises the quality of the work undertaken by the VDSCs to date. In light of this, Members of the Committee would welcome an opportunity to visit the VDSC facility at Drummondhill in Inverness, in the New Year, to gain a fuller appreciation of the work undertaken there.

Correspondence from a former SRUC employee

The Committee has received a letter from a former member of SRUC staff (attached as an annexe to this letter).⁹ This raises various issues of concern and the Committee believes it is important to provide SRUC with an opportunity to respond to this letter. **Recognising that SRUC may disagree with the content of this correspondence, we would welcome your views on each of the points**

⁶ Scottish Parliament Rural Affairs, Climate Change and Environment Committee, Official Report, 25 November 2015, Cols 20 to 23, and Col 25.

⁷ Scottish Parliament Rural Affairs, Climate Change and Environment Committee, Official Report, 25 November 2015, Cols 4 to 6.

⁸ Brian Hosie of SRUC estimated that 62% of VDSC funding originated through the “veterinary advisory service stream” including Government funding, while 38% originated from what was designated “commercial income”. Scottish Parliament Rural Affairs, Climate Change and Environment Committee, Official Report, 2 September 2015, Col 76:

<http://www.scottish.parliament.uk/parliamentarybusiness/report.aspx?r=10062&mode=pdf>:

⁹ The author has provided their name and contact details to the Committee and confirmed that they are content for the letter to be published, but has requested that this be done so anomalously, as provided for in the Scottish Parliament’s policy on treatment of written evidence by subject and mandatory committees. The RACCE Committee considered this letter, and the authors request at its meeting on 16 December, and has agreed to publish the letter on an anonymous basis, in accordance with the Parliament’s policy. Scottish Parliament’s policy on treatment of written evidence by subject and mandatory committees:

<http://www.scottish.parliament.uk/help/31037.aspx>

highlighted as part of your response. We reserve the right to return to these issues, based on your response.

Ongoing scrutiny

In the words of the Acting Principal, SRUC is now at a “fork in the road” in terms of its future strategic direction and academic status. The Committee is of the view that bringing stability and certainty to the governance structures of SRUC, which have been in a state of flux for the last 18 months, will be crucial to developing and pursuing your strategic vision.

This being the case, and given the concerns we have expressed, the Committee is firmly of the view that public scrutiny of SRUC’s efforts to address these many challenges is required.

We will review all of the evidence received in relation to SRUC as part of our legacy report to our successor committee and will strongly recommend that a successor committee seeks regular updates from SRUC senior management on the issues raised and how they are being addressed.

We request that you respond to the questions highlighted in this letter by Friday 5 February 2016, by email to racce.committee@scottish.parliament.uk in MS Word format or similar.

In light of the cross-cutting nature of many of the issues raised, I am copying this letter to the Conveners of the Education and Culture and Public Audit Committees and to a number of others as listed below.

Yours sincerely



Rob Gibson
Convener

CC: Richard Lochhead MSP, Cabinet Secretary for Rural Affairs, Food and Environment;
Angela Constance MSP, Cabinet Secretary for Education and Lifelong Learning
Stewart Maxwell MSP, Convener, Education and Culture Committee, Scottish Parliament;
Paul Martin MSP, Convener, Public Audit Committee, Scottish Parliament;
Caroline Gardner, Auditor General for Scotland, Audit Scotland;
David Robb, Chief Executive, Office of the Scottish Charity Regulator;
Laurence Howells, Chief Executive, Scottish Funding Council.

LETTER FROM A PAST EMPLOYEE OF SRUC – 1 DECEMBER 2015**Scotland's Rural College (SRUC) historical principles**

The College's original organisation structure, the 'Scottish System' consisting of three core functions (divisions) Education, Research and Consultancy. This approach was respected internationally as the functions worked together, enabling research results to be disseminated to students and consultancy clients, keeping the industry up-to-date and actively connected to the college (their stakeholders). Staff worked in the different disciplines, for example teaching and researching as well as possibly advising businesses, which kept everyone informed and updated. The interconnectedness, both internally and with the industry was excellent for transfer of knowledge and details of current practice (enabling communication and consultation with stakeholders) and ensuring that decisions were always based on latest information, facts and logic (giving a transparency and clearness in decision making).

The College now has four divisions, the newest one being Finance & Professional Services. These act mostly quite separately, technically and financially. The 'Scottish System' has long gone, in fact funding is now available for the cross divisional work to try to re-establish it. The need to eliminate this way of working was commented on by previous Principal and Chief Executive Professor Bob Webb who championed the breaking down of 'silo walls' and the elimination of cross divisional charging.

The merger of Barony, Elmwood and Oatridge has brought into clarity the principles on which the college has been run for the last 13 years. In particular the importance of resources or assets has seen a major change. The college farms and estate resources were seen as valuable unique valuable assets, used by all core three functions. By sharing these facilities the costs were kept down but more importantly the college demonstrated credibility to the industry by actually demonstrating any innovations or developments which then ensured early adoption of these progressive and new ideas.

A proper business based approach gave confidence to the industry that the college was well run and the future developments were seen to be properly costed and presented in a factual, logical evidence based way giving the college an impartiality and a respect in the industry. Sadly that evidence based approach is not in evidence now.

The example of selling off land owned by, or donated to, the college to move to renting land and facilities is one such fundamental anomaly. The disposal of Auchincruive and Craibstone estates for house building because 'we don't need a farm to teach agriculture' seems to have set a precedent about the value of resources for all college activities.

This is best demonstrated at the 'State of the Art' Riverside campus in Ayr. Comparing the learning experience for all courses at that campus with the Auchincruive campus rural based experience, where the classroom is walking

distance to all the practical facilities that the campus offered; woodlands, river, farmland, public access areas, farm and technical facilities as research operations and equipment.

A rural based campus with technical facilities also recognises the value of seeing and operating is a well-recognised crucial learning technique. This helps the more practical learning student (common in land based education) as well as the whole class by adding to the range of different teaching methods. This was another valued principle of the former SAC and still is critical in the land based FE colleges.

There is understandable concern now about what a college commitment to 'regional representation' means and what resources are required and will actually be provided.

Code of HE Governance - benefits

As part of this SRUC have posted its own Board minutes on SRUC website since 2015. This is the first chance staff and others stakeholders have had to scrutinise the actions and decisions of the Board. A staff representative was first appointed in October 2012 but were sworn to secrecy as a Board Member! These minutes for 2013 to 2015 can be found at ref 1;

(Ref 1 http://www.sruc.ac.uk/downloads/120440/class_1_about_sruc)

Governance – Board, EMT and Principal

There are two boards, SRUC Group and SAC Commercial with an Academic Board and three Committees, Appointments and Remuneration; Audit and Finance and General Purposes plus the consultative committees. There are 11 current non-executive directors listed in 2015 annual accounts 2015, see appendix 1, plus four recently appointed (SRUC Press Announcement of 29th of July 2015.) The boards have been meeting as a joint board since April 2014 (ref 2 SRUC Board Minutes 11 Dec 2014)

The new chairman described in RACCE *"we [the Board] have...parked up"* waiting till the SA was completed. The Chairman asked that RACCE Committee *"might give me time" 'to clarify a plan for the future;'*. But he is the longest serving member of the Board, appointed in 2007 and has been Vice Chairman since 2012 (see the Director List in any Annual Accounts, Appendix 1). How will the board and EMT be different? The lack of consultation with all stakeholders is another consistent weakness.

There have only ever been four members of the Executive Management Team, see Board Minutes and Annual Accounts (ref 1), Throughout the last 5 years the four executive directors were Chief Executive and Principal, Finance and Corporate Affairs Director (and Deputy Chief Executive), Academic Director & Vice Principal (Research) and the Director of Consulting; (now the Managing Director of SAC Consulting), not until recently has the Vice Principal of

Education (VPE) been one. He sat on board meetings from Dec 2014, see appendix 1, and is listed for period 2014/15. The VPE had been working on Degree Awarding Powers (DAP) for many years prior to the SA.

The Head of Consultancy resigned in 31 Aug 2014 and wasn't replaced until 2 June 2015 which saved seven months' salary. The Deputy Chief Executive became the Acting Chief Executive in 1 December 2013, which presumably will also have saved that salary, reducing the Executive Salaries in the 2015 accounts.

Professor Bob Webb was appointed Principal and Chief Executive on 1 April 2012 after Professor McKelvey retired in January of 2012. Bob Webb retired on 28 November 2013, no explanation was ever given as to why. It is odd that nowhere in any board minutes around November 2013 – February 2014 is the retirement or departure of Professor Bob Webb mentioned. Janet Swadling took over on 1 Dec 2013 as Acting Chief Executive (ACE). An extract from a minute of an SRUC Group Board Meeting of a 21 Nov 2013, suggest a lot but tells little. [Ref 3 http://www.sruc.ac.uk/site/scripts/google_results.php?q=resignation+of+Bob+Webb](http://www.sruc.ac.uk/site/scripts/google_results.php?q=resignation+of+Bob+Webb)

In December 2014 the ACE produced a vision and toured all the campuses explaining it. The vision gave an overview of the whole organisation including proposed moves of campuses; Barony campus to Crichton (this was not expected or consulted about), Craibstone to Thainstone and the Edinburgh campus at Kings Buildings (KB) to Easter Bush and Inverness to the new UHI campus, which suggested there was now an agreed plan. But when asked for details and budgets and dates of consultation nothing was forthcoming. There had never been any financial justification nor detailed document produced, other than the Strategic Plan 2013-18, produced in March 2015, which has no details.

Despite reassuring words of consideration or consultation, *"Our preferred option"* was the regular statement by the EMT on Wednesday suggesting no change of direction.

The Acting Chief Executive (ACE) has been very much in 'control' of the organisation for the last two years, with the approval and support of Board according to Chairman. Similarly the ACE statement that *"I am not a candidate"* for the new Principal's post is a surprise. She has been ACE for two years now, acting up the role, and has been on the Board since October 2001.

Questions were asked to the EMT about the importance of having a senior academic on the EMT. Reading the Director Listings on the annual accounts the VPE post was created in Sept 2012 but the VPE did not sit on EMT until December 2014; 6 months before he retired. The minutes show he did attend some meetings in 2014. Is this how valued education and a senior academic was?.

Salaries

RACCE asked the SRuC Executive Management Team about salaries of comparable institutions and how could they justify the current levels. The table below comes from the Times Higher Education Supplement 2014, the actual 2015 remuneration figure (from the annual Accounts 2015) for the acting Chief Executive is £187,000 plus a pension contribution of £35,000 total of “£222,000.

Salaries of Vice Chancellors		Times Higher Education Supplement 2014	
Agricultural Institutions			
Harpur Adams University	D. Llewellyn		£146,000
Royal Agricultural University	C.Gaskell		£163,000
SRuC	J. Swadling		£290,000
Writtle College	S.Waite		£110,000
Scottish Institutions			
Abertay University			£165,000
University of Edinburgh	T. O'Shea		£227,000
Edinburgh Napier University	A. Nolan		£190,000
University of Highlands & Islands			£171,000
Royal Conservatoire of Scotland			£125,000
University of West of Scotland			£214,000

Ref 3 - <https://www.timeshighereducation.com/sites/default/files/Attachments/2015/03/30/d/v/a/uk-vcs-remuneration-2013-2014.pdf>

Also worth noting that the previous Principal's remuneration, in 2011/12 was £215,000. (ref 4 SAC Annual Accounts 2010/11); Bill McKelvey retired in Jan 2012.

Management

Not long after the merger, Nov 2012, a new management structure was introduced. Effectively it created an extra layer under EMT and new departments. The department heads, newly recruited, are financially responsible working across campuses, resulting in time spent travelling as well as managing. There is a subsequent increase in costs, both salaries and expenses.

Since appointing them there is an increasing restriction on budgets with minimal capital spending and a policy of not replace staff where possible. The most recent Annual Accounts (2015) [Annexe C page 11 of the RACCE papers for Wed 25th Nov] show a reduction in academic staff from 356 in 2014, to 283 in 2015, a 22% reduction - the worst of any division. The consequences on teaching staff have been increased workloads and reduced morale. Worth noting the only department who increased staff in 2015 was Income Generating; although Premises and Estates increased by 48 in 2014 (SRUC Annual Accounts 2014).

Management of Assets

Throughout SAC and SRuC history there have been plans to dispose of 'surplus assets', unfortunately the timing for these disposals clashed with a fall in property prices. The financial justification of or benefits for the selling off assets has never been demonstrated. Neither has the potential for alternative income from the assets been properly developed. Still the same objective persists rather than a more business minded approach to make the best of whilst the property market recovers.

There had never been a strategy or detail of where the moneys raised from the current sell off's will be invested. It is very difficult to find the current total of money raised either from annual accounts or property sales. A list of known properties, some already disposed of or in process is attached in Appendix 2. The potential (asking price) and the actual (guessed at or rumoured) total is approximately £6.7m, where will this money be spent?/invested.

To get round the wording of the bequest of the Auchincruive estate SAC stated at the time they would reinvest the money made from selling the estate in the 'west of Scotland'; again details and reassurance have never been produced.

External Scrutiny ELIR report 2014

The external report on Education by QAA, the ELIR report is reported in Ref 4, the first paragraph states:-

Overarching statement

*'Scotland's Rural College (SRUC) has **effective** arrangements for managing academic standards and the student learning experience. These arrangements are likely to continue to be effective in the future. In order for SRUC to meet its strategic intentions it should, **as a matter of priority**, ensure there is academic dialogue and critical reflection taking place systematically and regularly at programme, department and, in particular, institution level.'*

This judgement means SRUC, overall, has arrangements for securing academic standards and for enhancing the quality of the student experience. In order to further secure these arrangements, SRUC has been asked, as a matter of priority, to increase the regularity and constructively critical nature of academic debate that should support decision-making across the institution.

Ref 4

<http://www.qaa.ac.uk/en/ReviewsAndReports/Documents/Scotland%E2%80%99s%20Rural%20College/ELIR-Scotlands-Rural-College-Technical-Report-14.pdf>

That is just the first half page. This confirms staff surveys which asking for more communication and consultation.

The Future?

Scotland's Rural College is in a unique and opportune place. The interest in all aspects of rural (and urban) life is extremely high at present. Food production, land use and importance of rural communities are all current and within SRUC's areas of expertise. But with no strategic vision of how the college could be

supporting the rural industries and communities the future is unplanned and uncertain. The suggestion that another Scottish University might take the 'Rural University' title ought to focus SRUC that it needs to come up with a vision and plan very quickly but it must consult with its stakeholders before that. Memories of 2002 in parliament come to mind.

The college is currently being maintained by a loyal but ignored and frustrated staff, valiantly prioritising students or clients, giving them the best they can with the limited facilities provided by the Board and EMT and more often than not, by giving more of their own time than the college recognises or pays for. Feedback from students also confirms this. There have been so many occasions over the years that confirmed that staff and other stakeholders were not being listened to or valued by the Board, see ELIR report.

The comments by Committee members on Wednesday about a 'lack of Vision' and 'vagueness of purpose' confirm what staff have known for years but have no means of influencing.

Any vision and subsequent plan will need to have detailed costings, consequences for all divisions, implications for resources and ensure that consultation with internal as well as external stakeholders can contribute. There also needs to be a 'rural' perspective rather than the agricultural focus of the past.

Appendix 1 Director list From SRUC Annual Accounts 2015

Ref http://www.sruc.ac.uk/downloads/file/2661/annual_accounts_to_31_march_2015

The directors present their report for the year ended 31 March 2015

Since retired

The current directors and those who held office during the year are:

Which Board on;
both or
SRUC group or SAC
commercial

	Date of Appointment	Date of Retirement	Status of Appointment	
Mr D Bell (Staff elected)	10 Oct 2014	Oct 2017	Non-Executive	
Mr L Borwick	8 Oct 2010	Oct 2018	Non-Executive	both
Professor G Bulfield CBE	4 Oct 2007	Oct 2015	Non-Executive	
Mr J Cowens	11 Jan 2010	31 Aug 2014	Executive	
Mr J Cumming CBE (Vice Chairman from Oct 2013)	1 Apr 2011	Oct 2019	Non-Executive	SAC
Miss B Dall (Student elected)	10 Oct 2014	24 April 2015	Non-Executive	
Mr R Dinning	11 Dec 2014	Oct 2017	Non-Executive	
Dr J Gilliland OBE	4 Oct 2007	10 Oct 2014	Non-Executive	
Mr R Howat	5 Oct 2012	17 Dec 2014	Non-Executive	
Mr C Law (Student elected)	11 Oct 2013	30 Jun 2014	Non-Executive	
Lord J Lindsay (Chairman from Oct 2007)	5 Oct 2005	Oct 2015	Non-Executive	
Mr P Machray OBE (Vice Chairman from Oct 2012)	4 Oct 2007	Oct 2018	Non-Executive	both
Mr A Marshall (Vice Chairman from Oct 2012)	5 Oct 2012	Oct 2018	Non-Executive	both
Mr W Marshall	5 Oct 2012	Oct 2018	Non-Executive	both
Mr N Miller	1 May 2015	Oct 2018	Non-Executive	
Professor S McDaid, CBE	11 Oct 2013	Oct 2016	Non-Executive	both
Professor D McKenzie	17 Dec 2014	10 July 2015	Executive	
Ms K Richards	11 Oct 2013	Oct 2016	Non-Executive	both
Mr Alex Robb (Student elected)	10 Jul 2015	30 Jun 2016	Non-Executive	
Professor G Simm	10 Dec 2009	n/a	Executive	
Ms J D Swadling	2 Oct 2001	n/a	Acting Chief Executive*	
Mr I Taylor (Staff elected)	5 Oct 2012	18 Jul 2014	Non-Executive	
Mr T Young	5 Oct 2012	12 Dec 2014	Non-Executive	

Non-Executive Directors are appointed for a term of up to four years. They are eligible for reappointment for one further term. The Board reviews appointments on an annual basis and appointments do not necessarily run to the full term. The Chairman can serve a maximum of eight years, the time period for which begins on his appointment as chairman.

* Appointed Acting Chief Executive on 1 December 2013

plus John Cross [SAC], David Green [?], Jimmy McLean [SAC] and Christine Watson [SRUC], who were appointed for 2015/16

ANNEXE

Appendix 2 List of SRUC Properties and Sales

Campus	red - sold, green on market, black - not on market	Asking Price (potential)	closing date	Final (sold) Price
Aberdeen	Golf Course Land East of Road Bypass - compulsory purchase? West Woods	?		
	Asking Price Total = £0		Aberdeen Total =	£0
Note	SAC invested £2.9m in Riverside Campus plus £6m from RA Minister			
Auchincruive	Land across the river Oswald Hall Food Technology Dairy Stock off the Farm New Barns Farm Mansionfield Brocklewood Holms Fields Cottages at Tennis Courts Wilson Hall Diamond Cottages Apiary	£440,000 £190,000	2014? 07-Oct-15 11-Nov-15	£1,200,000 £850,000 ? £600,000 £1,600,000
	Asking Price Total = £630,000		Total Sold =	£4,250,000
Barony	Carse of Ae farm Fish Farm	£240,000 £75,000	29-Oct-15 " "	
	Asking Price Total = £315,000		Barony Total =	£0
Edinburgh	Boghall House Cottage Buildings Other properties have already been sold	£275,000 £160,000 £75,000		?
	Asking Price Total = £510,000		Edinburgh Total =	£0
Elmwood	Farmhouse Farm Lot 2	£190,000 £495,000		
	Asking Price Total = £685,000		Elmwood Total =	£0
Oatridge	Golf Course land	£390,000		?
	Asking Price Total = £390,000		Oatridge Total =	£0
	Asking Price Total = £2,530,000			£4,250,000
	Total potential and Actual Sales = £6,780,000			