



# SRUC Research Division Strategic Business Plan 2015/16

# SRUC Research Divisional Plan 2015/16

## 1. Introduction

The growing human population, and increasing global demand for food, will be key drivers for rural research, learning and consultancy in future. These are major challenges in their own right, but will need to be addressed in a world with a potentially dramatically changing climate, and with growing pressure on its natural assets. Addressing these critical, complex, inter-related challenges needs world-class, integrated research, education and consultancy. These are needed across a range of disciplines, including life sciences, environmental sciences, economics and social sciences. SRUC has a significant contribution to make in this area, and aspires to provide a 21<sup>st</sup> Century learning environment supported by a world class applied research base. It will enable greater integration and co-operation between scientists across a range of disciplines and support the flow of useful knowledge that is necessary to address the range of challenging issues faced by the rural sector.

This plan outlines the SRUC Research contribution to the wider SRUC corporate plan. There are separate, detailed plans for each of the research groups, and for Knowledge Transfer and Exchange, International Engagement and Development Alumni Relation activities, which are SRUC-wide activities managed via the Research Division.

The results of our joint REF2014 submission with the University of Edinburgh – in which we ranked top in the UK on research power in Agriculture, Food and Veterinary Science - provide a strong platform for our future development. Refreshing our research strategy in the light of the REF results, and planning for future REF (or similar) evaluations will be key activities during the year ahead.

We are proud of our heritage as a Main Research Provider to the Scottish Government. Responding to the feedback from the RESAS review of its research and knowledge exchange portfolio during 2014, and delivering a strong tender for the next 5 year programme of research, will be key activities in 2015.

A key activity in the year ahead will be continuing to provide effective Research division input to the discussions with the University of Edinburgh on closer strategic alignment. The Alignment is seen as a major opportunity for the Research Division and SRUC as a whole. If the discussions are successful, we believe that the potential for growth to be significantly higher, potentially doubling the size of our research portfolio over 10-15 years.

## 2. Our Vision

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

## 3. SRUC Strategic Objectives and Divisional Aims

**Appendix 1** shows SRUC's overarching Strategic Aims and Objectives for the period 2013-18, and the longer-term Key Performance Indicators (KPIs) over this period.

The Research Division Strategic Business Plan (2015/16) will contribute substantially to the SRUC Strategic Aims and Objectives (**Table 1**) via a series of Divisional Aims, Strategic Actions and Key Performance Indicators (KPIs). Many of our aims are cross-divisional – we see achieving greater cross-divisional cohesion as vital to SRUC's future.

A related set of team-level KPIs, rolled out in 2013-14, is shown in **Table 2**. Most of these KPIs are reviewed on a monthly basis at Divisional Management Team (DMT) meetings.

**Table 3** shows a Calendar of key events in the Division in 2015/16.

#### **4. Budget**

**Table 4** shows the budget for the next 3 years, and **Appendix 2** shows the proposed capital expenditure programme for the division.

**Table 1. Research Divisional Aims 2015 - 16**

<b>SRUC Aim: 1. Build a culture of educational excellence through the development of a Rural University College with degree awarding powers</b>				
<b>Research Division Aims</b>	<b>Strategic Actions</b>	<b>Responsible Staff</b>	<b>Completion Date</b>	<b>KPIs</b>
<b>1) Deliver and develop further a programme of high quality research addressing the needs of the Scottish rural economy and the global grand challenges of improving food security and living with environmental change<sup>1</sup></b>	a) Submit strong SRUC contribution to the ITT for the new RESAS Research Programme 2016-21	GS / New Programme Working Group / DMT	30.04.15	Strong submission, by closing date.
	b) Continue to respond to recommendations from the RESAS Portfolio Review, individually and with other MRPs and RESAS	GS / DMT	31.03.16	Agree action plan with RESAS to agreed timetable.
	c) Grow research portfolio based on RESAS research	GS / DMT	31.03.16	Grow non-RESAS income by >5% p.a.
	d) Further develop collaboration with key HE and research partners nationally and internationally, including Universities of Edinburgh, Glasgow, Nottingham and TEAGASC (Eire). e) Contribute to UoE strategic alignment working groups. f) Contribute to SFC Scottish Aquaculture Innovation Centre (SAIC) and other new AgriTech IC opportunities g) Develop and implement research components of infrastructure strategy including Central, SW, NE and Inverness projects	GS / DMT	31.03.16	Submit full AgriTech IC bids with partners as appropriate.  Ensure SRUC research needs are included in relevant regional plans
	h) Refresh research strategy in light of REF2014 results	GS / DMT	30.09.15	Update strategy and develop action plan

<sup>1</sup> This aim and strategic actions associated contribute to National Performance Framework “We reduce the local and global impact of our consumption and production”

	<p>i) Prepare for future research excellence evaluations, including:</p> <ul style="list-style-type: none"> <li>• monitoring eligible publications</li> <li>• identifying and developing potential future impact case studies</li> <li>• ensuring compliance with open access publication policy etc</li> <li>• making key appointments when opportunities arise</li> </ul>	GS / DMT / D Watt / M Smith / R Atkinson	31.03.16	Biannual progress report to DMT
	<p>j) Identify cross-Divisional actions which further enhance the quality and forward-looking focus of our research (through dialogue and collaboration with colleagues in other divisions).</p>	SS / M Smith / D Watt	31.03.16	At least 2 research bids with significant input from other divisions.
<b>2) Implement and develop further the SRUC Postgraduate Strategy<sup>2</sup></b>	<p>a) Further develop and implement Postgraduate Strategy (with Education) and prepare for RDAP application (unless superseded by strategic alignment discussions)</p>	Dean of PG Studies / Manager of PG Studies / DMT / EMT	31.03.16 31.09.15 30.09.15	<p>Strategy updated and reviewed annually by Research and Education DMTs and Academic Board.</p> <p>Develop questionnaire to provide evidence of the SRUC internal academic environment and our interaction with the wider academic community.</p> <p>Postgraduate Handbook/Code of Practice developed as precursor to RDAP.</p>
	<p>b) Develop a Postgraduate Office that will manage all administrative aspects of postgraduate (Taught and Research) activity – academic, course support and recruitment, finance and collaborative agreements,</p>	Dean of PG Studies/ Manager of PG Studies/DMT	30.09.15	<p>Develop funding model to support all Postgraduate administration.</p> <p>Create one-stop shop for all aspects of research postgraduate student recruitment/on-going management/supervision and training/ Financial and collaborative agreements.</p>

<sup>2</sup> This aim and strategic actions associated contribute to National Performance Framework “We are better educated, more skilled and more successful, renowned for our research and innovation”

				Create one-stop shop for all aspects of taught postgraduate activity within SRUC – academic development and management/financial arrangements/ marketing/ recruitment
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SRUC Aim: 2. Be a top UK agriculturally-focused HEI with increased global links and impact				
Research Division Aims	Strategic Actions	Responsible Staff	Completion Date	KPIs
<b>3) Increase the national and international relevance and impact of SRUC Research<sup>3</sup></b>	(a) Deliver the SRUC KTE Strategy as per SFC Outcome Agreement	DJR / MLS	31.03.16	>90% of Plan KPIs met
	(b) Develop further and implement International Engagement Strategy	AP / GS	31.03.16	Strategy agreed by Board. 2 new major funding applications made.
	(c) Continue to develop links with key international partners (AgResearch, INRA, WUR, SLU, Teagasc, NAU, IMAU etc)	GS / DMT / AP International	31.03.16	2 Joint grant proposals
	(d) Identify mechanisms for disseminating research findings through Consulting and Education channels in order to enhance impact 'in the field', in industry, etc.	DMTs / RPC	31.03.16	Identified mechanisms for repeated internal KE Example impact(s)

<sup>3</sup> This aim and strategic actions associated contribute to National Performance Framework “We are better educated, more skilled and more successful, renowned for our research and innovation”

<b>SRUC Aim: 3 Create a new FE/HEI model for Scotland with innovative delivery of academic and practical expertise to enhance articulation and progression opportunities</b>				
<b>Research Division Aims</b>	<b>Strategic Actions</b>	<b>Responsible Staff</b>	<b>Completion Date</b>	<b>KPIs</b>
<b>4) Improve the use of SRUC research in informing our HE and FE teaching and consulting (as per SFC Outcome Agreement)<sup>4</sup></b>	a) Deliver ongoing strong programme of RESAS and SFC funded KTE.	GS / DMT / MLS / DJR	31.03.16	Actions/outcomes of KTE plan met.
	b) Implement effective, efficient routes to improve two-way flow of information and wider use of research in teaching and consulting.	GS / DMT	31.03.16	Action plan agreed and implemented
	c) Stimulate greater, genuine cross divisional activities: <ul style="list-style-type: none"> <li>• EMT to agree mechanisms to stimulate/reward cross-divisional working, including transparent costing</li> <li>• Continue to promote cross division working including Rural Policy Centre, Carbon Management Centre, International and SMART farming cross-divisional initiatives.</li> </ul>	GS / EMT	31.03.16	EMT policy agreed
			01.09.15	Costing model in place
	31.03.16	Evidence of new cross division activities		
d) Develop the role of the Rural Policy Centre	SS / RPC / DMT	31.03.16	At least 2 RPC cross divisional events	
e) Further develop Carbon Management Centre.	BR / AS / RPC	31.03.16	At least 2 CMC cross divisional events	

<sup>4</sup> This aim and strategic actions associated contribute to National Performance Framework “Our young people are successful learners, confident individuals, effective contributors and responsible citizens”



SRUC Aim: 4. Provide an enabling culture that supports our staff, students, stakeholders and our institution in achieving our vision and mission				
Research Division Aims	Strategic Actions	Responsible Staff	Completion Date	KPIs
<b>5) Improve current working practices, continue developing current staff and make key new appointments in support of the vision<sup>5</sup></b>	a) Develop/mentor/appoint staff to support our vision	GS / DMT	31.03.16	
	b) Continue to develop role of Contracts Office and Research Support Office.	GS / DMT	30.06.15	Review success and resource needs.
	c) Finalise, pending on strategic alignment discussion with Edinburgh University, SRUC application for the Concordat in HR excellence.	CM / HR / DMT	30.11.16	Application submitted: implementation starting
	d) Finalise, pending on strategic alignment discussion with Edinburgh University, SRUC application for Athena SWAN.	CM / HR / DMT	30.11.16	Application submitted; implementation starting.
	e) Implement Concordat on Research Integrity, including link to wider SRUC Ethics Committee. Details of which will depend on the strategic alignment discussion with Edinburgh University	CM / GS / DMT	30.11.16	Creation of an overarching ethical committee
	f) Maintain an Integrated Management System for efficiency and client value during 2014/15	MLS / KF / DMT	Throughout year	Continued external certification at ISO 9001/14001/18001 and 17025
	g) Improve H&S and Environmental performance	GS / DMT	31.10.14	Meet H&S and Environmental targets
	h) Make joint cross-Divisional appointments where appropriate to the business, in order to enhance cross-Divisional working.	DMTs	31.03.16	At least 1 cross-Divisional appointments
	i) Sign up to the National Coordinating Centre for Public Engagement's Manifesto	SHA / DMTs	31.03.16	Develop a regular training programme for staff
<b>6) Develop new income streams, such as philanthropic giving and improve effectiveness across the full range of fundraising activities</b>	a) Continue to build SRUC's fundraising capacity and capability through the establishment and staffing of a Development & Alumni Relations Office (DARO)	LG / GS	31.12.15	DARO established
	b) Develop and obtain Board approval for an overarching Funding Strategy	LG / GS	31.03.15	Plans agreed and staff recruitment in train.
	c) Roll out Alumni Relations Programme (ARP)	LG / GS	01.05.15	ARP website live, and alumni engaged

<sup>5</sup> This aim and strategic actions associated contribute to National Performance Framework "We realise our full economic potential with more and better employment opportunities for our people"

	d) Complete the development and resourcing of the Capital Campaign to deliver the finance to implement SRUC's Infrastructure Strategy	LG / GS	31.03.16	All systems operational and first "asks" made.
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**Table 2.** Research Division team-level rolling KPIs

a)	Refereed publications (no. per FTE researcher per annum);
b)	Other publications (no. per FTE researcher per annum);
c)	REF quality profile of publications based on internal scoring: <ul style="list-style-type: none"><li>• no. <math>\geq 2^*</math> per FTE researcher per annum;</li><li>• no. <math>\geq 2.5</math> per FTE researcher per annum;</li><li>• no. <math>\geq 3^*</math> per FTE researcher per annum;</li></ul>
d)	No. and quality of REF impact case studies based on internal scoring: <ul style="list-style-type: none"><li>• no. <math>\geq 2^*</math> since 2008, per team;</li><li>• no. <math>\geq 2.5^*</math> since 2008, per team;</li><li>• no. <math>\geq 3^*</math> since 2008, per team;</li></ul>
e)	Number of external funding bids submitted per FTE per annum;
f)	Number of external funding bids won per FTE per annum;
g)	External research income (£k per FTE researcher per annum);
h)	No PhD students completed on time (3.5 or 4.5 years) (per FTE researcher) since 2008;
i)	Teaching hours per FTE researcher per annum;
j)	PGT and PGR education income (£k per FTE researcher per annum);
k)	Major KTE events (per FTE researcher);
l)	Grade profile of researchers;
m)	Gender profile of researchers.

**Table 3.** Calendar of key events in the Division 2015/16.

<b>Month</b>	<b>Event</b>
April	Group Managers' Planning Day Research Advisory Committee
May	RESAS quarterly financial returns
June	Team Leaders' Planning Day – focussing on REF results and Strategic Alignment
July	Graduation
August	RESAS quarterly financial returns
September	RESAS Portfolio review
October	Group Managers' Planning Day
November	RESAS quarterly financial returns
December	Team Leaders' Planning Day
January	Budget preparation RESAS quarterly financial returns TRAC return
February	RESAS Annual Reports Budget agreed
March	Postgraduate conference

**Table 4.** Budget for 2014/15 and next 2 years

	<b>2014/15 forecast</b>	<b>2015/16</b>	<b>2016/17</b>
<b>Income (k)</b>	<b>24,007</b>	<b>24,763</b>	<b>24,868</b>
<b>Expenditure (k)</b>	<b>20,851</b>	<b>21,087</b>	<b>20,750</b>
<b>Surplus (k)</b>	<b>3,156</b>	<b>3,676 (15%)</b>	<b>4,118 (17%)</b>

## Appendix 1. SRUC Strategic Plan 2013-18

Aims	Objectives	Key Performance Indicators (KPIs)
<p><b>1. Build a culture of excellence through the development of a Rural University College with degree awarding powers</b></p>	<p>a. 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.</p> <p>b. Secure a research environment and profile that creates undergraduate, and post-graduate student demand and stimulates staff recruitment from the UK and overseas.</p>	<ul style="list-style-type: none"> <li>• <i>Deliver and further develop a programme of high quality research addressing the needs of the rural economy and the global grand challenges of improving food and environmental security, sustainable rural development, and animal and human wellbeing.</i></li> <li>• <i>Maintain top position for research power in next REF exercise; increase the proportion of 4* outputs to 25%; identify 10 new 3* or 4* impact case studies.</i></li> <li>• <i>Grow non-RESAS research income by 5% per annum (against a 2015 baseline).</i></li> <li>• <i>Implement and develop further the SRUC Postgraduate Strategy by increasing Postgraduate Research enrolments by 100% and increase enrolments of Postgraduate Taught students by 40%.</i></li> <li>• <i>Achieve taught degree awarding and research degree awarding powers, independently or through alignment with the University of Edinburgh.</i></li> <li>• <i>Achieve compliance with our annual SFC Outcome Agreement (2015/16).</i></li> <li>• <i>Annual compliance with existing validating bodies – QAA and Education Scotland.</i></li> <li>• <i>Provide the highest quality education and training programmes in an environment focused on continual quality improvement and informed through proactive student engagement.</i></li> <li>• <i>Delivery of innovative consultancy services and knowledge exchange based on SRUC Research that achieves demonstrable benefit to the recipients.</i></li> </ul>
<p><b>2. Be a top UK agriculturally focused HEI with increased global links and impact</b></p>	<p>a. Deliver a programme of research, consultancy and knowledge transfer and exchange that has an international reputation when</p>	<ul style="list-style-type: none"> <li>• <i>Further review and develop a portfolio of courses to raise the education profile across the UK and increase the cohort of international students while achieving efficiencies in recruitment and delivery.</i> <ul style="list-style-type: none"> <li>– <i>Increase the number of students entering HE at SRUC with advanced standing from the 2013/14 level using additional SFC funded places;</i></li> </ul> </li> </ul>

	<p>benchmarked with peer institutions.</p> <p><b>b.</b> Grow an international portfolio of courses and post-graduate research that raises our research profile and expertise internally at SRUC and globally.</p> <p><b>c.</b> 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.</p>	<ul style="list-style-type: none"> <li>- <i>HE - Increase the proportion of MD40 (including MD20) from the 2013/14 level of 26.3% by 1% annually;</i></li> <li>- <i>FE – Increase the proportion of Credits delivered to learners in the most deprived 10% postcode areas from the 2013/14 level of 6.35% by 0.5% annually;</i></li> <li>- <i>Increase the number of students entering from SHEP schools by 10% annually; and</i></li> <li>- <i>At least maintain the gender balance at SRUC whilst encouraging those programme areas with a consistent gender imbalance to review their promotional and admissions processes.</i></li> </ul> <ul style="list-style-type: none"> <li>• <i>Deliver effective and relevant evaluation processes that produce credible metrics comparable with international standards within SAC Consulting.</i></li> <li>• <i>Deliver attendance and adoption metrics that demonstrate successful levels of KT/KE delivery to industry and stakeholders within SAC Consulting.</i></li> <li>• <i>SRUC maintained as the provider of choice to Scottish Government.</i></li> <li>• <i>Deliver an annual increase in subscribers within SAC Consulting.</i></li> <li>• <i>Grow SAC Consulting market penetration in Scotland.</i></li> <li>• <i>Deliver annual increases in customer satisfaction levels with SAC Consulting.</i></li> <li>• <i>Increase SAC Consulting income levels per annum and contribution to SRUC.</i></li> </ul>
<p><b>3. Create a new FE/HE model for Scotland with innovative delivery of academic and practical expertise to enhance articulation and progression opportunities</b></p>	<p><b>a.</b> 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.</p>	<ul style="list-style-type: none"> <li>• <i>Improve the use of SRUC research in informing HE and FE teaching and consulting.</i> <ul style="list-style-type: none"> <li>- <i>By 2018, increase by 25% number of education and consulting staff involved in cross-divisional initiatives, such as Rural Policy Centre, Carbon Management Centre, SMART Farming, with corresponding increase in use of information in teaching or consulting.</i></li> </ul> </li> <li>• <i>Further embed the SRUC model of an integrated tertiary education system to allow for flexible entry and exit points to learning and further enhance articulation and progression opportunities within SRUC and from other colleges.</i> <ul style="list-style-type: none"> <li>- <i>Work in partnership with the SFC and other colleges to bring coherence to</i></li> </ul> </li> </ul>

	<p><b>b.</b> 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.</p>	<p><i>the delivery of tertiary education and training for the land-based sector in Scotland and ensure the efficiency and effectiveness of that delivery through the development of a national strategy for land-based education and training.</i></p> <ul style="list-style-type: none"> <li>- <i>Commit to the enhancement of quality, based upon institution-led internal review and assessed by external review;</i></li> <li>- <i>Increase annually SRUC's proportion of full-time, first year degree students returning from the AY 2013/14 level of 89.5% to 91% in AY 2015/16</i></li> <li>- <i>Aim to match the overall SRUC satisfaction rate (89% in 2014) in the National Student Survey in 2015;</i></li> <li>- <i>Aim to increase the number of full- and part-time students achieving a recognised qualification; and</i></li> <li>- <i>Aim to increase the percentage of College students articulating to degree level courses with advanced standing (internal and external) to 22% by 2017/18.</i></li> </ul>
<p><b>4. Provide an enabling culture that supports our staff, students, stakeholders and our institution in achieving our vision and mission</b></p>	<p><b>a.</b> 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.</p> <p><b>b.</b> 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.</p> <p><b>c.</b> Develop new income streams, such as philanthropic giving, to enable the development of</p>	<ul style="list-style-type: none"> <li>• <i>Achieve and maintain relevant awards: Investors in People, Athena Swan Bronze and Concordat in HR Excellence together with measures of staff satisfaction.</i></li> <li>• <i>Deliver the strategically focused infrastructure programme to improve quality of staff and student accommodation and facilities and to facilitate regional delivery.</i></li> <li>• <i>Deliver a 3% financial surplus across the institution by 2018.</i></li> <li>• <i>Develop new income streams, including growing philanthropic giving to £250k p.a. by 2018.</i></li> <li>• <i>Review curriculum and funding to ensure financial sustainability.</i></li> <li>• <i>Deliver 15% reduction in CO2 emissions (against 2013/14 baseline levels) in support of Scottish Government climate change targets.</i></li> </ul>



	<p>world class facilities.</p> <p><b>d.</b> 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.</p>	
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## Appendix 2. Proposed capital expenditure programme

Group	Item	Cost (£K)
AVS	bi-sulphite sequence	120
AVS	Wildlife disease Ecology facility	90
AVS	DELL server to replace ageing AVS server.	18
AVS	Disc arrays to store behaviour videos	17
AVS	Video cables for farrowing house	3
AVS	CT replacement (fixed 16 slice scanner)	150
AVS	Renewal of ventilation inlets house 5 ASRC	25
AVS	Re-cladding of CEU lairage	5
AVS	House 6 roof	9
AVS	Sequence server	50
CSS	Plant Growth Chamber (Robert)	27 x 2
CSS	Sanyo MIR 254 incubators	7 x 2
CSS	6400-40 Leaf Chamber Fluorometer.	7
CSS	Liquid Carbon Analyser	12.5
CSS	Unmanned Ariel Vehicle	5
CSS	MLS-T-65-SP MacroZoom microscope with digital camera for output to PC/Laptop	3.2
CSS	12 m Tractor Mounted sprayer	12
CSS	Spad Chlorophyll meter	3
CSS	Drying Ovens (soils lab)	2 x 2
CSS	Sorvall LYNX 4000 high speed centrifuge + rotors	40
CSS	TOC Analyser	25-40
CSS	Deutz M660 plot Combine Harvester (Edinburgh)	140
CSS	Large Hammer Mill	10.5
CSS	Nanodrop Spectrophotometer	8

<b>CSS</b>	Bioanalyser	13.5
<b>CSS</b>	Q PCR Thermal Cycler	18
<b>CSS</b>	Image capture and analyser	25
<b>CSS</b>	Orbital Shaker	5
<b>CSS</b>	Adcon A753 addWAVE GPRS Quad RTU GPRS enabled weather station suitable for field installation	4.5
<b>CSS</b>	Pedestrian Cutterbar mower	3.2
<b>CSS</b>	3m Power Harrow	15
<b>CSS</b>	Autoclave	23
<b>CSS</b>	Isuzu 4wd pick-up	20
<b>CSS</b>	MARVIN Grain Analyzer	12
<b>CSS</b>	Centrifuge (sigma 3-16 PK)	10
<b>CSS</b>	2 decimal point balances	3 x 4
<b>CSS</b>	Plant Growth Chamber (Robert)	27 x 4
<b>CSS</b>	Sanyo MIR 254 incubators	7 x 4
<b>CSS</b>	Sampo plot Combine Harvester (Aberdeen)	140
<b>CSS</b>	NIRS for Haldrup	45
<b>CSS</b>	Instrumentation for SMART Farming capabilities -4-5 sites	100 – 250
<b>CSS</b>	Juko Supermidi Potato Harvester	28
<b>CSS</b>	TOptical real time PCR thermal cyclcr	18.8
<b>CSS</b>	Drying Ovens	12 x 4
<b>LEES</b>	Kantar data for Scotland 2014	20
<b>LEES</b>	Equipment and set-up for laboratory	
<b>FFS</b>	Auchtertyre Rural Hub	750-820
<b>FFS</b>	Meat and Smart Farming technology labs	120
<b>FFS</b>	Additional water intake equipment	20
<b>FFS</b>	Nitrous oxide measurement equipment (for chambers)	7
<b>Farms</b>	Upgrade W2 (former Suffolk Shed) with concreting of pen floors	35
<b>Farms</b>	Replacment farm workshop/garage at Easter howgate	120

<b>Farms</b>	Upgrade of Rosehall steading buildings	60
<b>Farms</b>	Improvement to dairy cow housing ventilation	
<b>Farms</b>	Crichton Royal - New Replacement FYM Storage Midden + adjacent Slatted Tank	50
<b>Farms</b>	Crichton Royal - Additional Remote Slurry Storage lagoon	70
<b>Farms</b>	Crichton Royal - Additional Feed Storage	70
<b>Farms</b>	Easter Howgate - Additional cattle shed	250
<b>Farms</b>	Re-fit of PigSafe penning	75
<b>Farms</b>	Easter Howgate borehole	10
<b>Farms</b>	Woodehouselee W2 ewe/Suffolk shed (Water Pipes)	12
<b>Farms</b>	Crichton boundary fencing	10
<b>Farms</b>	Crichton field drainage	25
<b>Farms</b>	Crichton replacement feed wagon	60
<b>Farms</b>	Crichton replacement small tractor	25
<b>Farms</b>	Crichton replacement large tractor	65
<b>Farms</b>	Crichton replacement telescopic handler	55
<b>Farms</b>	Crichton slurry separator	25
<b>Farms</b>	Oatridge grain drier	15
<b>Farms</b>	Oatridge sheep pens	12
<b>Farms</b>	Bush replacement tractor	40
<b>Farms</b>	Bush grass tedder	7
<b>Farms</b>	Bush granular fertiliser spreader	10
<b>Farms</b>	Bush feed silos	8
<b>Farms</b>	Barony feed wagon	30
<b>Farms</b>	Barony sheep pens	15
<b>Farms</b>	Barony automatic foot bath	5
<b>Farms</b>	Barony cattle foot trimming crush	7
<b>Farms</b>	Auchtertyre 2 replacement wigwams	