

Head of Digital

Recruitment Pack
Nov // 2021





Hello.

*“We will tell the next generation
about the glorious deeds of the LORD.”*

PSALM 78:4 NLT

Thank you for taking the time to check out this significant Christian leadership opportunity with SU Scotland.

Our shared vision is to see every child and young people in Scotland exploring the Bible and responding to the significance of Jesus.

We're probably best known for our work in schools, with churches and in SU centres, not to mention our dynamic programme of holidays and camps for children in P5 through to S6 where we say to every child and young person, “You belong here.”

This newly-created, highly strategic *Head of Digital* role offers a phenomenal opportunity to bring creative leadership to all things digital within the organisation. Our big vision for the next three years is to see numbers of connections grow from around 2% of Scotland's 700,000 children and young people to 5% or more and digital is the at the epicentre of our strategy to achieve that by God's grace.

Please enjoy reading through the enclosed recruitment pack and if you have questions about the role prior to applying, just shout.

Meantime, be assured of our prayers for you and others giving serious consideration to whether this could be the right thing for you.

Here's to seeing ground-breaking ministry developments in the very near future and many thousands more young lives transformed by hearing and knowing of God's love for them!



Robin MacLellan
CEO

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About SU Scotland

Scripture Union Scotland is part of the worldwide family of Scripture Union movements that began in the nineteenth century and now operate in over 130 countries across the world.

We are a Christian charity working in partnership with local churches and other sympathetic organisations. More than 2,000 volunteers are involved in helping to run our activities, together with around 100 staff and associate workers.

- Our SU **Holidays and weekends** are the place to be for high energy activities, music, crafts, friends, fun, camping and a whole lot more with **Magnitude Festival** adding a dynamic new dimension to the mix
- Our **residential centres** are places of adventure, escape, discovery and hope, hosting thousands of school pupils on residential breaks each year
- We work in **schools** - throughout the academic year, SU workers and volunteers contribute to the curriculum in many of Scotland's schools.
- Our **discipleship** programme helps young people to grow, learn, explore and develop leadership skills
- We partner with **churches** across Scotland, helping them realise their vision for mission and evangelism



Our vision and values

Our vision is to see every child and young person in Scotland exploring the Bible and responding to the significance of Jesus.

Everything we do is governed by two core values: dependence on God and deepening relationships.

We love to see children and young people:

- **Feeling valued and accepted in every encounter with SU Scotland** - being able to express their views, engage with others, and grow in confidence as they recognise and develop their abilities.
- **Exploring the key stories and events from the Bible**, reading and studying the Bible on their own and with others, and growing in their understanding of God and what it means to follow him.
- **Having opportunities to learn about Jesus**, making the decision to follow Jesus, and having the confidence to reflect this in their choices, attitudes and actions.



Our strategy for 2021-24

1 Vision

Our vision is to see every child and young person in Scotland exploring the Bible and responding to the significance of Jesus.

2 Values

- **Dependence on God**
- **Deepening Relationships**

3 Priorities

- **Rebuild** – we want to reimagine and rebuild activities following the impact of Covid-19
- **Focus** – we want to focus and expand in key areas:
 - **Digital** – creating resources and events to connect with children and young people where they are (*this is where this new role particularly fits in*) and mining data for actionable insights
 - **Disadvantaged** – increasing provision for disadvantaged groups and those with additional support needs
 - **Invest** – we want to invest in enabling young people to become confident followers of Jesus and future leaders

4 Outcomes for children and young people

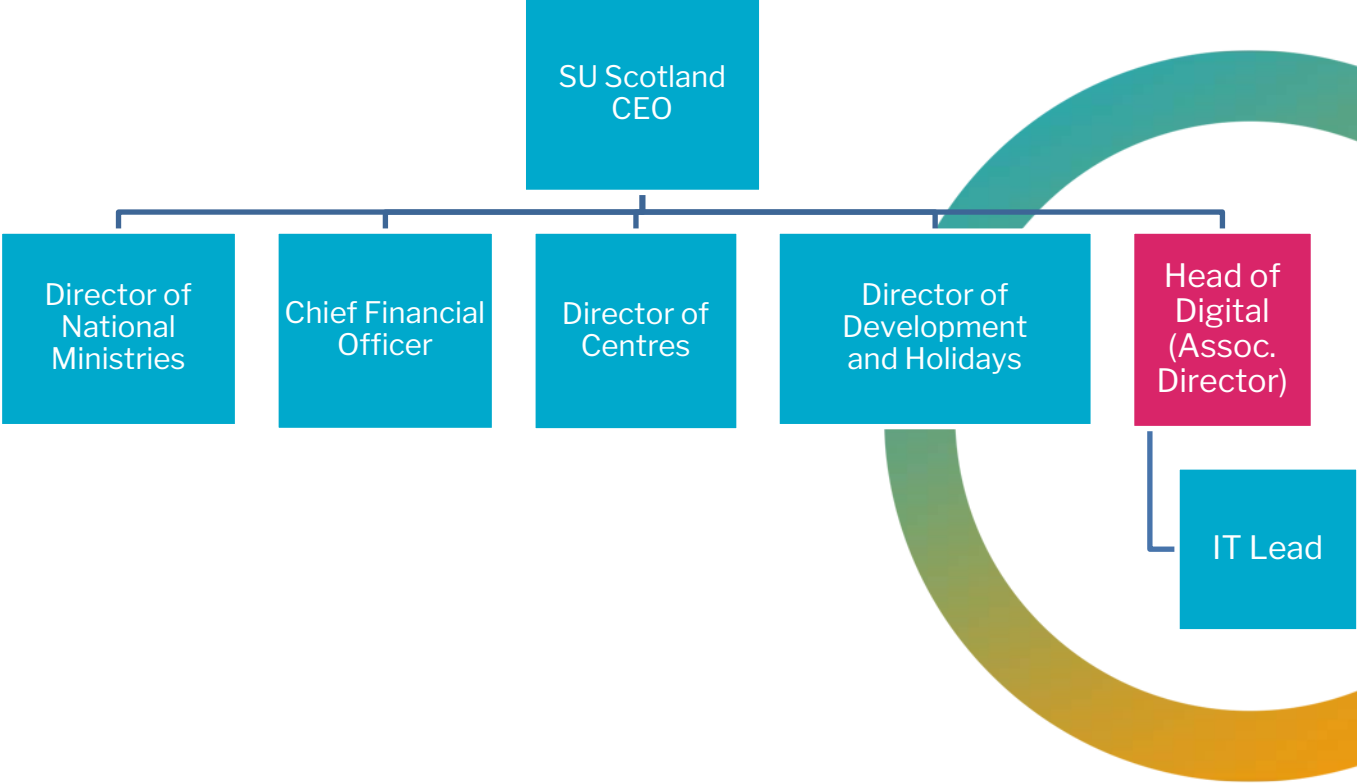


Key aspects of the role

- ✓ Devise and drive strategy for digital developments, both ministry resources and behind-the-scenes enabling systems
- ✓ Commission high-quality digital ministry assets
- ✓ Foster healthy data capture and analysis mindset across all SU activities, ensuring digital resources integrate effectively with face-to-face activities



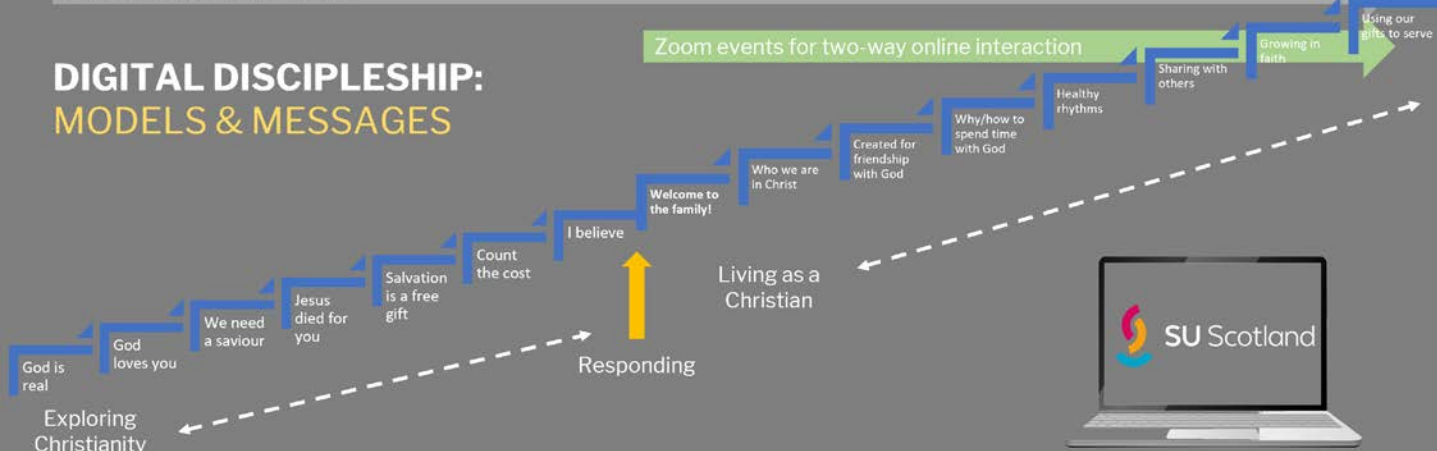
How this role fits in



Digital ministry: possible models and messages



DIGITAL DISCIPLESHIP: MODELS & MESSAGES



Job overview

Job Title:	Head of Digital
Seniority:	Associate director level role
Salary:	£37,514 - £40,705 per annum, plus generous employer pension contributions
Location:	Hybrid work from home/nearest SU Office
Contract:	Full-time, fixed term (3 years, extendable in line with funding)
Managed by:	CEO
Responsibility for:	IT Coordinator; additional digital team member/s to be engaged over time
Key relationships:	Leadership Team, Communications and Marketing team, Other Departmental Leads; colleagues involved in resource production and data capture; expert volunteers available to advise. Freelance digital creatives; similar roles in other SU movements

Key result areas

- ✓ Play a lead role in **devising and driving strategy** for digital developments in the organisation, both children and youth-facing ministry resources and the behind-the-scenes operational systems enabling effective delivery of all forms of SU Scotland ministry
- ✓ **Commission creation of digital ministry assets** (resources and data insights) and online communications channels for use with schools, churches and direct-to-individuals, enabling children and young people to discover God's love for them, explore the Bible, respond to the significance of Jesus and flourish in their journey of faith.
- ✓ **Establish the position of SU Scotland** as a highly relevant, go-to source of quality digital ministry communications for children and young people, teachers, parents, youth leaders, and church leaders.
- ✓ **Own the big goal** to see SU Scotland's digital ministry activities connecting with 20,000+ school age children and young people each year by August 2024.
- ✓ **Foster a healthy data capture and analysis mindset** across all aspects of the ministry to maximise opportunities for creating meaningful connection points online and in person, ensuring digital ministry resources integrate effectively with face-to-face activities

Tasks and responsibilities

Spiritual Leadership

- As a practising Christian, to demonstrate commitment to the SU Scotland ethos, modelling Christian lifestyle, values and work practices to staff and volunteers alike.
- Demonstrate continual reliance on God through active participation and leadership of prayer and Bible teaching in staff meetings and corporate Staff Prayer and worship together
- Model godly leadership in all aspects of character and conduct by consistently demonstrating Christ-likeness in attitudes and behaviour at work.
- Take responsibility for ensuring that staff development policies and practices are implemented for all members of staff within the team, including facilitating development reviews for each direct report.
- Pursue and maintain a Christian faith through ongoing personal spiritual development and a relationship with God.
- Provide support and spiritual encouragement to staff and colleagues, in line with Biblical principles in keeping with SU Scotland's ethos, statement of faith and associated understandings.
- Serve as an associate member of the Senior Leadership Team, attending select meetings on a regular basis (eg fortnightly); in addition, this role is a core member of the Wider Leadership Team which brings together heads of all the sub-departments on a monthly basis.

Tasks and responsibilities

Digital Ministry Development

- Identify content themes relevant to all of SU Scotland's ministry activities:
 - Commission informal market research with young people
 - Listen and learn from other colleagues across the organisation
 - Learn from what others are doing (UK youth charities, other SU movements) to identify the key role that SUS can play in this area
 - Prioritise and schedule projects for production in the next 12-36 months
- Commission and produce the necessary content using partnerships, freelance or volunteer contributors, working within pre-agreed budgets limits.
- Over time, grow SUS's in-house capabilities by adding additional equipment and staffing in roles where greatest value can be added.
- Capture relevant ministry attendance / connection point data in the central CRM database using user-friendly techniques. Use data to drive better engagement and content for the future through continuous improvement.
- Develop a culture of digital innovation across the whole SUS team and break new ground in online ministry with children and young people
- Ensure strong cohesion with SUS's face-to-face ministries to ensure that children and young people have a joined-up journey of connections points online and in person.
- Set quarterly goals (SU Scotland uses the Objectives and Key Results model) to help drive and track progress towards the larger goal of connecting with >20,000 children and young people each year.

Tasks and responsibilities

Online Communications

- Work with colleagues in the Communications Team to ensure high quality digital assets are produced, scheduled and shared to support marketing of all SU Scotland's activities.
- Support the evaluation and implementation of planned direct-to-youth communications models to encourage growth in faith and discipleship especially for secondary school-age pupils.
- Together with colleagues across all teams, contribute to refining and development of new models of digital events to support young people gathering together from remote geographical areas for Bible study, fellowship and training.

Digital systems

- In partnership with the IT Coordinator and department leads, ensure internal digital systems are specified and configured and colleagues adequately trained to enable effective delivery of ministry goals across the organisation.
- A core part of this will revolve around utilisation of the central CRM system (we are in the process of migrating to a Microsoft Dynamics solution, due to go live by Easter 2022) to ensure the right data is captured at source and readily available to support strategic decision making.

Support raising

Each member of the SU Scotland staff team is involved in support raising to an appropriate extent. Support Development colleagues will resource you for this task and your line manager will agree an action with you that reflects the nature of your role. Time is set aside as part of the working week for these tasks. Action plans may include:

- personal approaches to potential donors and prayer supporters to invite them to partner in your ministry
- regularly updating your action plan and keep a track of tasks undertaken
- regular communication with existing prayer and financial supporters to ensure they are well-informed and their contribution appreciated
- being aware of volunteering opportunities and promoting these as appropriate

Other requirements

In common with all SUS staff members:

- Further the aims and activities of Scripture Union Scotland
- Undertaking professional development through active participation in annual work appraisals, supervision and internal or external training as required or individually identified.
- Attendance and full involvement at the annual staff residential conference and other staff days as they arise, taking part in planning and/or delivering activities/sessions as required
- Taking part in other Scripture Union activities where appropriate.
- Demonstrating commitment to the SU Scotland ethos, vision, values and work practices, and the wider ministry of SU in Scotland and beyond.

The above list is intended to give an indication of the range of duties for the role. Other tasks/responsibilities, appropriate to the remit, will be expected as required.

Occupational Requirement

An Occupational Requirement applies in terms of the Equality Act (part 1, schedule 9). This post requires the occupant to have a personal faith in Jesus Christ as Saviour and Lord and to believe the Bible to be fully trustworthy, in all that it affirms, and the highest authority for faith and life in keeping with SU Scotland's statement of faith. These principles require to be applied alongside the professional skills required in this role.

Appointment will be subject to a satisfactory PVG Scheme Disclosure and references.

What are we looking for?

CRITERIA	NEEDED	IDEAL
Character		
Committed to the servant leadership model of influencing others and getting things done	✓	
Passionate about sharing the gospel with people of all ages	✓	
A Christian with spiritual maturity – able to provide spiritual leadership of the centre (including staff devotional times).	✓	
A practising Christian whose lifestyle is in keeping with SU Scotland's ethos and statement of faith. Must enjoy the confidence of their church.	✓	
Competence		
At least 5 years' digital delivery experience in a middle to senior role in a commercial or charity setting.	✓	
Evidence of extensive awareness of digital technologies, both public social platforms and business operational tools	✓	
Demonstrable track record of input to creative processes, ideally video as well as print and web production	✓	
Awareness of wider Christian ministry resource production and sources		✓
Experience of working in or managing IT teams		✓
Current or recent involvement in communications-related function within a larger commercial or charitable organisation		✓
Experience of managing complex digital transformation projects	✓	
Experience of managing and developing successful working relationships across all levels of an organisation with adaptability to work on own initiative but also as a member of cross-functional teams.	✓	
Demonstrates the capacity to operate at a senior level representing the organisation professionally to key stakeholders.	✓	
Works well under pressure, including crisis situations	✓	
Capable of multi-tasking with a proven track record of delivery on agreed objectives.	✓	
Evidence of strong personal commitment to continuous personal development and to championing the ongoing development of colleagues	✓	
Outstanding levels of computer literacy	✓	
Excellent numeracy, literacy and communication skills.	✓	
Understanding of Scotland's <i>Curriculum for Excellence</i> framework		✓
Awareness of wider Christian mission.		✓
Chemistry		
Strong people and team leadership skills demonstrated by ability to work professionally with and develop a wide range of staff and volunteers.	✓	
Gifted team leader with the ability to develop a flourishing team	✓	
Self-aware team player with high levels of emotional intelligence	✓	
Education		
Degree-level qualification.	✓	
Further qualification in a relevant area eg IT, project management		✓
Other		
Own transport and a full current driving licence (D1 preferred)	✓	
Able to undertake evening and weekend duties.	✓	
Able to demonstrate knowledge and understanding of SU Scotland.	✓	

Terms and conditions

HOURS

The post is full time, working 37.5 hours per week. This role will require occasional evening and weekend working. This is a new post with an initial fixed term of three years, extendable in line with funding.

PROBATIONARY PERIOD

The first three months of your employment will be probationary. Your performance will be reviewed throughout this period. If your performance is satisfactory at the end of this period, your appointment will be confirmed. The employer reserves the right to extend your probationary period.

TERMINATION OF EMPLOYMENT

During the probationary period the notice required to be given either by you or Scripture Union Scotland to terminate your employment is one week.

Except during the probationary period, the length of notice which you are obliged to give the company to terminate your employment is twelve weeks.

Except during the probationary period, the length of notice which you are entitled to receive from the employer to terminate your employment is four weeks until you have been continuously employed for five years. Thereafter, you will be entitled to one further week's notice for each completed year of service up to a maximum of twelve weeks.

Your employment may be terminated summarily in the event of a breach of contract by you that warrants summary dismissal.

SALARY

£37,514 - £40,705 (dependent on experience) per annum. New appointees are normally placed at the starting peg point unless there are exceptional circumstances. You will be paid in arrears on a monthly basis, on or before the 28th of each month.

PENSION ARRANGEMENTS

SU Scotland operates a Group Personal Pension Scheme for employees over 18 and under 75 years of age. An employer's contribution of between 5% and 9% of total pensionable salary will be paid (the actual amount depending on your level of employee's contribution.)

LIFE INSURANCE COVER

Life insurance cover of three times your annual salary is provided, with the premium being paid for by SU Scotland.

HOLIDAYS

The holiday year runs from 1 April to 31 March. Annual leave entitlement for a full-time post is 33 days paid holiday (this amount is inclusive of entitlement to local and national holidays). Annual leave entitlement for part-time and fixed term staff is pro-rata. Annual leave entitlement will increase with length of service.

Rationale for this new role

Covid 19 has accelerated digital trends in the space of months rather than years. SUS shifted a number of activities online during 2020/21, covering a wide range of our activities. This has had some great successes and some areas have seen higher levels of engagement, particularly for children and young people (“C&YP”) in more rural communities. While this highlights the potential benefits of an online approach, it also has clarified the skills and capabilities required to deliver well. Strategic partnerships have been a key enabler of projects being delivered to a high standard in short timeframes.

We have identified an opportunity to connect with more C&YP than our traditional approach would allow, particularly geographically. This would allow us to potentially reach every child in a range of settings (home, school and church). We believe that we are well placed to deliver this due to our connections, partners and trusted brand position. However, we recognise that we currently have limited in-house capacity and need to invest in growing a creative collective of staff, freelancers and partners to see the dream become a reality.

We see Digital as both a direct ministry channel in its own right, engaging C&YP through each stage of their Christian life development **AND** a means of complementing face-to-face (“F2F”) activities. The capabilities required would also bring specialisms which would have application in F2F channels (e.g. videos for use in-house by National Ministries, training, centres, holidays and festival teams).

Our proposed approach would seek to connect meaningfully with at least 20,000 C&YP each year by 2024 through developing the following:

Content

- Thought-provoking evangelistic/apologetics web and social content
- High quality Bible-based resources for teachers and pupils that comply with Education curriculum requirements and are engaging, creating a community for C&YP to explore, respond and live as a Christian.

Delivery approach

- Social media channels
- Podcasts – age and stage specific
- Zoom events – specific topics, formats and training
- App – possible future development - potential to create a unique app to increase engagement with face-to-face activities as well as digital interactions

Audience

- Initially targeting C&YP, recognising the differing needs of audiences depending on age (P4-P5 / P6-P7, S1-S3 / S4-S6)
- Potential to make valuable contribution to enhance volunteer and supporter communications.

Rationale for this new role

Infrastructure

- Capability – new internal staffing to drive content, development and infrastructure including appropriate equipment.
- Client Relationship Management (CRM) – new system to drive use of data for continuous improvement, engagement, and efficiency.

Team

- Explore potential to develop a new digital ministry unit, beginning with a dedicated coordinator, then potentially add videographer and other analyst/content support.
- Define how best to integrate with existing face-to-face ministry streams

Other considerations

- Smarter online signposting to Bible engagement resources for children, YP and families
- Align the youth comms project with this new channel/team
- Consider the scope for online gaming (eg Minecraft) to be a meaningful bridge/meeting space for Bible engagement

Database interactions

- Implement unified CRM platform by Easter 2022 – project underway
- Establish baseline data for current levels of online engagement with web/social and online training events

In conclusion

There is a strong, collective sense that we must make the most of this moment of opportunity to invest in developing a new, properly-resourced digital ministry capacity for the following reasons:

- a) because that's the world so many C&YP inhabit so much of the time
- b) to complement and build on our existing face-to-face ministry approaches
- c) to maintain and build on the momentum created by COVID-19 which has led to new and innovative ways of carrying out ministry
- d) to serve as a linchpin in enabling us to deliver on our stretching, strategic goals to connect meaningfully with 35,000+ C&YP in Scotland over the next three years.



Possible next steps...

If you feel this role is something that God may be calling you to apply for:

- ☐ For general questions about the role, please email robin.maclellan@suscotland.org.uk
- ☐ [Download your application and equal opps forms](#) (Word docs) from our job page
- ☐ Submit your completed forms through the application portal or by email to hr@suscotland.org.uk before the closing date – **Monday 17 January 2022 at 4pm**

Thanks for your interest!

www.suscotland.org.uk | [@suscotland](https://twitter.com/suscotland)

Scottish Charity SC011222

