CANDIDATE BRIEF

Director of Marketing, Digital & Communications

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DISCLAIMER

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SRUC. a Charitable company limited by guarantee, SC003712. Registered in Scotland No SC103046
Introduction

Throughout a history spanning more than 100 years, SRUC has demonstrated an outstanding tradition of innovation, partnership and growth to support resilient rural economies and communities.

The changes and opportunities facing the rural sector here in Scotland and the UK - not least as a result of Brexit - are once in a lifetime, while the complexity of feeding the world’s exploding population demands truly game changing action.

SRUC is in a unique position to respond and, to ensure we are able to do so, we have embarked on a bold and ambitious journey. It involves building on our history of adapting to continuous change so that our contribution to sustainable, innovative and competitive rural economies remains relevant and has a sustainable high impact.

This leadership role presents a unique opportunity to integrate, harmonise, streamline and develop marketing and communications strategies and services to contribute to the future shape and success of an organisation of strategic national importance at a period of exceptional change within the rural economy in Scotland and beyond.

Wayne Powell
Chief Executive and Principal - SRUC

SRUC – Overview and Background

SRUC is a unique organisation founded on world class and sector-leading research, education and consultancy. As a Higher Education Institution, we have specialist expertise in Education and Research and offer unrivalled links with industry through our Agricultural Business Consultants.

SRUC’s principal purpose is to advance education, science, research and environmental protection and improvement in the rural and land-based industries, both domestically and internationally. The commercial consultancy, skills training and research activities are undertaken through SAC Commercial Limited and the appointment of this role would be for SAC Commercial Limited as well as for SRUC and references to “SRUC” in this specification includes both SRUC and SAC Commercial Limited.

SRUC employs approximately 1,300 staff operating from 6 campuses, 8 farms, 25 consulting offices, 6 research centres and 8 veterinary surveillance centres located primarily across Scotland.

SRUC’s Vision, Mission and Values

Vision

To be a unique, market-led and mission diverse 21st Century rural university.
Mission

To drive the future needs of a dynamic, innovative and competitive rural sector in Scotland and to solve the biggest global agri-food challenges.

Values

Respect: We will recognise that everyone in the organisation makes a valuable contribution to our success.

Innovate: We don’t wait for things to happen, we constructively challenge how things are done.

Support: We look beyond the boundary of our own roles to support others and share knowledge.

Excel: We take pride in contributions, have high standards of excellence and always work to our core values.

SRUC comprises four Divisions – Professional Services, Education, Research and Consulting.

Professional Services Division

Finance and Professional Services are divided into two main operational service groupings:

Finance

Director of Finance: Finance operations and management accounting, Audit services, Payroll, Pensions, Procurement.

Corporate Support

Director of Professional Services: Company Secretarial support, Board & Committee Management (F & GP and Audit & Risk), Governance & Information Management e.g. Data Protection, FOIs, Complaints etc. Human Resources, Organisational Development, Information Systems, Property & Estates, Alumni Relations, Communications, Equality & Diversity and Environment Health & Safety.

Professional Services provides an enabling culture that manages the infrastructure and facilitates the day to day activities across the three operational Divisions.

Education Division

SRUC’s Education Division aims to create a national centre of excellence for Further and Higher Education and training for the land-based sector. Delivery of land-based courses is at all levels, from access courses and vocational studies, through undergraduate programmes covering HNC, HND and undergraduate degree courses, to taught postgraduate programmes and PhDs. Within six months of completing courses, 95% of SRUC graduates are in work or are continuing in full-time education.

The division comprises 6 Curriculum Departments delivering the following programmes across 6 Campus locations throughout Scotland:

- Agriculture & Rural Business Management
- Animal & Equine
- Engineering, Sciences and Technology
- Environment & Countryside
- Horticulture & Landscape
- Sport & Tourism
Research Division

Focused on rural, environmental and land-based activity and underpinning our education and consultancy activities, SRUC’s research addresses health and productivity in animals, animal welfare and crops, promotes low carbon farming and increases farm output through efficiency and innovation. Our research vision is to be a dynamic and innovative research community that benefits the rural economy and rural communities and enhances their environment through the following Research Groups:

• Animal & Veterinary Sciences
• Crop & Soil Systems
• Future Farming Systems
• Land Economy, Environment & Society

Consulting Division

SAC Consulting provides a wide range of agricultural consultancy services to clients across Scotland, the United Kingdom and a number of international locations. With an annual turnover of circa £21 million, SAC Consulting employs a team of more than 375 consultants, veterinary surgeons, technicians and support staff who deliver independent, quality and accessible services to farmers, rural businesses, food processors and associated clients.

SAC Consulting delivers its services through two operational Groups:

**SAC Consulting Solutions (SACCS)**

SACCS provides independent and impartial consultancy services on technical, financial and environmental matters to rural and land based industries. They employ circa 200 staff across 25 consultancy offices, strategically located throughout Scotland and the North of England.

**SAC Consulting Veterinary Services (SACCVS)**

SACCVS delivers the Scottish Government’s disease surveillance programme and provides laboratory diagnostic and consultancy services to veterinary surgeons in practice through a network of 8 Disease Surveillance Centres based at: Aberdeen, Ayr, Dumfries, Edinburgh, Inverness, Perth, St. Boswells & Thurso. SACCVS employs over 25 vets and 100 scientific and support staff.

SACCVS main commercial business streams include:

• Veterinary Consultancy
• Premium Cattle Health Schemes (2,500 members)
• Premium Sheep & Goat Health Schemes (3,000 members)
• Livestock diagnostic testing
• Analytical testing of soils, plants, silage and feedstuffs.
Towards a faculty structure

During 2018 we shall establish a new business model comprising regional faculties in North, Central and South West Scotland. The faculties will maximise the potential of our fantastic people and expertise while creating new opportunities for partnerships, co-location, investment and growth. Regional Deans have been appointed to each faculty. They will play a central role in shaping our new Academic model.

We shall develop a clear progression-based approach to excellent Further and Higher Education at each of our campuses. A broad range of Further Education teaching will be delivered at each location. Local investment will focus on providing high quality practical resources, including high-performing farms as platforms for SRUC activity.

Research will be firmly based within the faculty structure, ensuring strong researcher-student interaction at all levels. We will establish a mixed model in which most staff contribute to teaching, research and knowledge transfer.

Links between the Academic and Commercial parts of SRUC shall be strengthened. Vets and specialist consultants will be drawn into the faculties to consolidate, promote and develop a greater ethos of scientific exchange.

We shall also establish a limited number of cross-faculty, outcome driven Transdisciplinary Research Centres (TRCs). They will develop and maintain research partnerships within and beyond Scotland to tackle local, national and international challenges. A key feature of the TRCs will be active engagement with students and industry partners. The Centres will reflect the growing trend towards public/private partnerships in research and the need to achieve maximum impact from innovation by involving end users and other stakeholders in the research and development process.

Activity is already underway to help shape the faculties with discussions scheduled across our teaching, research, consultancy and veterinary activities. We envisage the faculties will be operational by the beginning of the 2018/19 academic year.

Governance Structure

SRUC is a company limited by guarantee (SC103046) and is a registered Scottish charity (SC003712). SRUC’s principal purpose is to advance education, science, research and environmental protection and improvement in the rural and land-based industries, both domestically and internationally.

SAC Commercial Ltd (SC148684), a wholly owned subsidiary of SRUC, undertakes SRUC’s commercial activities in the areas of Consultancy, Education and Research.

SRUC’s learning activities are funded by the Scottish Funding Council (SFC). SRUC continues to receive a proportion of its funding for its research, veterinary and advisory activities directly from the Scottish Government.

SAC Corporate Trustee Ltd operates as the trustee of the SAC Foundation, a charitable trust which receives the profits from SAC Commercial Ltd for investment in SRUC. The trustee holds the shares in SAC Commercial Limited as trustee for the Foundation.

Academic and government funded not-for-profit business is conducted through SRUC, while commercial (for profit) activities are conducted through SAC Commercial Limited.
The Role of Director of Marketing, Digital & Communications

SRUC wishes to appoint an outstanding leader to the position of Director of Marketing, Digital & Communications to develop a ‘step-change’ strategic approach to marketing (leading a full digital marketing systems approach), student recruitment and communications. The Director of Marketing, Digital & Communications is a new role and will be a key member of the Executive Leadership Team, reporting directly to the Principal & CEO.

As the founding Director, you will integrate, harmonise, streamline and develop marketing and communications strategies and services, which are currently spread across the organisation. The Director must have the strategic vision to maximise the opportunities and potential synergies presented by the creation of this new integrated service team and deliver value-add marketing and communications services across SRUC.

This is a challenging role for a highly creative individual who will bring flair and innovation to the role. SRUC has an exciting and ambitious strategy which will transform the organisation over the next three years. You will help us deliver on this vision, using it as the basis of your work within a highly competitive market, through effective marketing and communication and strong reputation management, to create and deliver a vibrant and cohesive brand and image for SRUC in line with our new strategy.
Accountabilities

The post holder will be accountable for the following functions:

- Marketing and brand management
- Digital marketing & communication systems
- Communications - internal and external
- Digital services (including website and intranet)
- Student recruitment
- Stakeholder engagement
- Alumni relations and fundraising
- Events management

A core element of this role will be providing strategic and operational direction in shaping and developing a strategic, value-add integrated service delivery model.

Key Responsibilities

- In collaboration with colleagues on the Executive Leadership Team to provide strong and effective leadership across the functions to ensure alignment and complementarity of purpose and activity between them and effective delivery against strategic and operational targets
- Development of new digital marketing platforms and analytical insight capacity to refine strategic decision-making
- Expand the visibility of SRUC through development of multiple contemporary and innovative methods of communicating and showcasing accomplishments.
- Creation, implementation and communication of an overarching marketing and communications strategy
- Create and develop a new digital marketing campaign for SRUC and lead on a strategic digital approach
- Develop a coherent social media strategy
- To increase the strategic reach and profile of SRUC’s brand and reputation with key audiences, utilising the full breadth of marketing and communication channels, including digital marketing leadership, social media and cross-channel campaigns
- Engaging stakeholders in developments across commercial and research work
- Build and develop SRUC’s global reputation and profile with funders, businesses, government, opinion formers and the general public, focussing on key strengths and in line with vision and strategy.
- Development of multi-channel communication platforms, e.g. print, media, digital etc.
- New marketing insight and intelligence capability
- Establish clear priorities for marketing initiatives aligned to performance metrics
- Devise and implement effective marketing strategies and campaigns that result in growth in applications and student numbers, including higher applicant conversion rates and demonstrable delivery on priority market segment targets, e.g. RUK and international students
- Developing sustainable and effective alumni relations and enhancing SRUC’s capacity to draw on alumni for support
- Strategic development of an integrated CRM system
- Focus on SRUC’s strategic priority of delivering a step change in its recruitment of students, including RUK markets
- Taking a strategic and proactive approach to managing relationships with the media
- Overseeing key events and public engagement activities
Dimensions

As a member of the Executive Leadership Team, you will be accountable to the Principal and Chief Executive and will be responsible for driving culture change through collaborative working across the Executive Leadership Team.

You will be responsible for overseeing an initial review of all resources, processes and structures required to deliver on key strategic priorities and outcomes and will have overall responsibility for the budget management of an integrated function and accountability for delivery of a Business Plan which aligns to strategy and which identifies key performance measures.

The role encompasses a focus on Scotland’s rural sector/economy together with a global, international dimension.

Travel will be required on a regular basis and attendance may be required at meetings and events during unsocial hours at weekends and evenings.

Key stakeholders will include:

- Media, including national/regional TV, agri-journals, radio etc.
- Key SRUC stakeholders
- Board & Committee non-executives
- Scottish Government
- Main Research Providers (MRPs), James Hutton Institute, Rowett Institute of Nutrition and Health, Moredun Research Institute, Royal Botanic Gardens, BiOSS
- Strategic Partners, e.g. University of Edinburgh, University of Glasgow, Highlands & Islands University
- Research and HE funding bodies, e.g. RCUK, Innovate UK, DFID, SFC, SE, HIE
- SRUC Executive Leadership Team
- SRUC customer base
- Food & Drink organisations
- Charities

Person Specification

Qualifications

Essential:
Qualified to degree level (preferably in Marketing, Media, Communications or Journalism), and preferably with an appropriate post-graduate qualification

Desirable:
Professional digital/marketing qualification and membership of an appropriate professional body

Experience

Essential:
Experience and expertise in the strategic development and delivery of competitive, innovative marketing and communications strategies for a complex organisation with multiple stakeholders and audiences.
Experience of building a brand with international appeal and pushing beyond existing boundaries.
Experience of developing digital media platforms and a track record of strategic digital marketing
Demonstrable experience writing press releases, making presentations and negotiating with media.
Significant managerial experience in a similar environment
Demonstrable track record in managing external relations, marketing and other relevant portfolios
Experience of working in a large and politically-complex organisation
Budgetary and financial management experience
Record of delivery of relevant significant projects
Experience of Corporate Relations, Press and PR at a strategic level
Demonstrates personal drive and initiative, and contributes effectively to the wider team.

Desirable
Experience in commissioning strategic market research and using the outcomes to inform future marketing strategies
Experience in supporting the organisation to grow income and new revenue streams.
Understanding of the higher education environment
Experience of measuring the impact of communication products and changing tactics as a result of the findings

Knowledge, Skills and Competencies

Essential
Experience of developing and managing strong and complex relationships across programmes as part of a centralised function and externally with multiple stakeholders
Strong leadership and influencing skills along with personal presence is essential in order to demonstrate confidence and direction to staff at all levels and external stakeholders
Proven ability to prioritise and manage challenging workloads.
Strong monitoring and evaluation skills.
Strong strategic management skills
High standards and strong personal motivation.
An energetic leader with a proven and successful track record in marketing and brand management in a complex, multi-functional organisation
The ability to think creatively in a highly competitive market and to translate ideas into practical and effective marketing campaigns that deliver tangible results.
The ability to translate corporate messages into authentic staff communications which encourage engagement and trust
The ability to work under pressure in a demanding role across a broad portfolio- comfortable with change and challenge
A strong advocate of customer service and professional standards representing the interests of the consumer in the development of courses and services.
Ability to manage budgets and teams of staff and effectively manage resources for maximum impact and efficiency.
Commercial focus and entrepreneurial attitude
Strategic understanding of digital and social media campaigns and CRM integration
Evidence of effective management of an integrated marketing and communications team

Personal Attributes

Essential
Demonstrates personal drive and initiative, and contributes effectively to the wider team.
• Excellent relationship-building and people management skills, confident and experienced in working in a wide range of situations and with people at all levels.
• Creative and imaginative with the ability to be resourceful in taking forward new developments.
• An ability to think strategically, plan tactically and deliver results.
• Political acumen and a pragmatic approach to problem solving.

Desirable
• Strong management and leadership skills demonstrated by evidence of leading high performing teams that contribute to organisational objectives and show resilience in the face of changing priorities
• An analytical, numerate and disciplined thinker who has the ability to think complex issues through and produce commercially sound judgements

The Director of Marketing, Digital & Communications will have a strong personal commitment to higher and/further education, research and commercial consultancy and have empathy with the values, aims and objectives of SRUC. S/he will share SRUC’s vision and aspirations of national and international excellence and will understand the multiple underpinning academic and economic drivers needed to underpin this.

Individual members of the Executive Management Team and the team collectively should at all times conduct themselves in accordance with the accepted high standards of behaviour in public life, which embrace selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

Remuneration

This role is remunerated at a level to attract high calibre candidates.
Application Process

Aspen People Ltd. have been appointed to support SRUC with the recruitment of the Director of Marketing, Digital & Communications.

To apply, please upload your application (CV, covering letter and equal opportunities form) by clicking HERE.

All applications must include the following:

- A full CV with your education and professional qualifications and full employment history, where possible giving details of budgets and numbers of people managed, relevant achievements in recent posts.
- A short covering letter of no more than two A4 sized pages explaining why this appointment interests you and how you meet the appointment criteria and key competencies as detailed in the candidate brief.
- Current remuneration and contractual notice period.
- Names of at least three referees. Please note, referees will not be contacted without your prior consent.
- Please provide day-time, evening and mobile telephone numbers, together with an appropriate, confidential and acceptable e-mail address for all correspondence relating to your application.

You should receive an automatic acknowledgment of your application - if you do not please contact Kelsey Sinclair on 0141 212 7555.

Contact Information:

Should you wish to have an informal, confidential discussion about the post, please contact: Donogh O’Brien or Liam Kelly at Aspen People Ltd on 0141 212 7555.

Closing Date:

The closing date for all applications is noon on 17 May 2018.

Interviews:

Candidates selected for interview will be individually informed in writing. Interviews will be conducted on 25 June 2018 in Edinburgh. Candidates may be asked to prepare a short presentation as part of this process.

If you are aware that you are unable to attend for interview on the above date, please inform us at the earliest possible opportunity.
Equal Opportunities Policy Statement:

It is the policy of SRUC to provide equality of opportunity for all applicants for employment and for all its employees.

This policy of equal opportunity will apply regardless of a person’s gender, age, marital status, parental status, race, colour, nationality, ethnic origin, religious beliefs, HIV status, sexual orientation, gender identity, gender reassignment, transexualism or physical or mental disability, or any other inappropriate distinction.

SRUC is committed to the development and use of employment procedures and practices, which do not discriminate and which will provide genuine equality of opportunity for all employees.
Links to Supplementary Information on SRUC and SAC Consulting

The following additional links may be of particular interest for this role.

SRUC

The SRUC website, [www.sruc.ac.uk](http://www.sruc.ac.uk), provides a significant amount of information about the organisation which may be of interest to prospective candidates.

A New Kind of University:

SRUC Annual Accounts to 31 March 2017:
[https://www.sruc.ac.uk/downloads/file/3574/annual_accounts_to_31_march_2017](https://www.sruc.ac.uk/downloads/file/3574/annual_accounts_to_31_march_2017)

Information on the current Board members of SRUC and SAC Commercial Limited:
[http://www.sruc.ac.uk/info/120394/governance](http://www.sruc.ac.uk/info/120394/governance)

SAC Consulting

SAC Consulting Veterinary Services Overview:
[http://www.sruc.ac.uk/info/120107/veterinary_services](http://www.sruc.ac.uk/info/120107/veterinary_services)

SAC Consulting Veterinary Services Directory:
[http://www.sruc.ac.uk/info/120107/veterinary_services/1508/staff_directory_veterinary_services](http://www.sruc.ac.uk/info/120107/veterinary_services/1508/staff_directory_veterinary_services)

SAC Consulting – our business in numbers:
[http://www.sruc.ac.uk/downloads/file/2139/sac_consulting_-our_business_in_numbers](http://www.sruc.ac.uk/downloads/file/2139/sac_consulting_-our_business_in_numbers)

Edinburgh

Edinburgh Guide

What it’s like to live and work in Edinburgh

Property in Edinburgh
[https://espc.com/useful-info/buying-a-property](https://espc.com/useful-info/buying-a-property)

Public Transport in Edinburgh - Buses
[https://lothianbuses.co.uk/](https://lothianbuses.co.uk/)

Public Transport Travel Planner (including Rail)
[http://www.travelinescotland.com/lts/#/travellInfo](http://www.travelinescotland.com/lts/#/travellInfo)