



Our Strategy

2011-2015

Introduction

We are very grateful for our heritage in Scripture Union (SU) Scotland and particularly for those who laid such solid foundations for the work. We are also grateful to an amazing band of volunteers and supporters who make this work possible. Most of all we are grateful to God, who in his son Jesus Christ has provided forgiveness, purpose and hope and who by his Spirit continues to equip and strengthen for service in the world.

This document sets out SU Scotland's strategy for the next 5 years. The development of this strategy has involved:

1. Dependence on God

Dependence on God is a headline value for SU Scotland. We have tried to make this value a reality during the strategy process by committing every aspect of the strategy to God in prayer as we have sought to discern God's will for us in SU Scotland. However, we do not suggest that we are so in tune with God that this strategy is a divine blueprint. We remain dependent on him and open to sensing fresh direction as he guides us.

2. Consultation

The process was initiated and overseen by the SU Scotland Board. The Board met in February 2009 to establish the process and a core group¹ to lead the development of the strategy. One major concern was to consult widely, and the following groups of people contributed significantly, along with many individuals:

- The Centres and Holidays and Regional Ministries Board Committees;
- SU Staff, particularly the Regional Ministries Staff team;
- Holiday Team Leaders;
- The SU Student Exec;
- Church leaders, consulted through 4 consultation events.

3. Evaluation

We have developed this strategy against the background of the 2006-2010 strategy and the rapidly changing environment in which we work. The major outcomes of these discussions were:

- The 2006-2010 strategy with its 6 priority areas (Prayer, Schools, Residential, Missions, Training and On-line) had been easily assimilated and had set very clear numerical targets (a summary review of the 2006-2010 strategy is provided in Appendix 1). The major implications for the present strategy were:

¹ Members of the Core Group: Andy Bathgate (Chief Exec), Gordon Brown (Board Vice Chair), Robin MacLellan (Director of Support Services), Neil MacLennan (Board Member), Christine Murison (Director of Centres and Holidays), Jackie Ringan (East Team Leader), Stuart Smith (Volunteer), Phil Wray (Director of Regional Ministries)

- i. That *qualitative* elements should be given equal consideration alongside *quantitative* measures, and means identified to evaluate these softer targets.
 - ii. That we should seek for a more integrated approach across our ministry streams, rather than defining strategy priorities departmentally.
- We examined the implications for our ministry of the political/economic, social, cultural, technological, educational and church environment (a summary is provided in Appendix 2). The major implications we identified were:
- i. Political / economic factors
We may be subject to increased pressure from a secularising agenda, for example through further changes in anti-discrimination legislation which may challenge our employment policies. We will remain vigilant through our HR department and also through involvement with the Evangelical Alliance and other bodies.
 - ii. Social factors
We are aware of less community cohesion and the increasingly impulsive nature of social interaction; yet alongside this there is a strong desire for community. We have the opportunity to provide genuine community experience but will require to be more fleet of foot in organisation to accommodate rapidity of change.
 - iii. Cultural influences / technological changes
Although social networking is hugely influential and must be a major part of our means of communication we will continue to stress the priority of face to face contact. Whilst maximising the benefits which come from the developments in social networking, not least in optimising contact and communicating our support needs, we will not ignore its limitations. The decline in assimilation of information through reading books has implications for traditional approaches to Bible reading. However, the possibilities are great for an increase in the use of story-telling. There is also a greater concern amongst children and young people to be engaged with issues of justice which we must build on in our work.
 - iv. Educational trends
In the coming years our work will continue to be moulded by the approach of Curriculum for Excellence and by the closely linked '*Getting it Right for Every Child*'² initiative, which contain many of the aspirations outlined in our own strategy. The '*Bridging the Gap*'³ document emphasises the importance of linking youth work and schools, also demonstrating significant overlap with our vision. There will be major staff turnover in the next few years in education which may mean working with those

² **Getting it right for every child** www.scotland.gov.uk/Publications/2008/09/22091734/5 - 16 Oct 2008

³ **Bridging the Gap** <http://www.ltscotland.org.uk/curriculumforexcellence/buildingthecurriculum/partnership/schoolsandyouthwork/index.asp>

who know little of SU Scotland. However, it does provide an opportunity for Christian influence in education if we can encourage Christians to enter education.

v. Church / Christian scene

The lessening importance of printed Christian resources is already upon us and we need to continue to adjust to this change. There is also the rise of fresh expressions of church / 'emerging' church in its varied forms amongst which there are those attempting to re-frame the gospel. These changes bring both huge challenges and many fresh opportunities.

As we have prayed and consulted and evaluated, we have found ourselves strongly re-affirming the core of SU Scotland's work: to reach children and young people with the message of Jesus Christ and to work primarily in schools, through residential ministry, with churches in missions and on-line.

However, we have been challenged to reassess *how* we do ministry and the present strategy identifies some key ways in which we will review our practice and implement change: engaging faithfully with the Bible, how we work with the churches, the importance of prioritising the disadvantaged and the nature of making disciples are just some examples.

Although the strategic plan has been prepared nominally for the next five years, we are conscious that the vision, values and aspirations are not time-limited, while the itemised activities and targets may be for variable periods and subject to change even over the five year period, depending on prevailing circumstances and opportunities.

We move forward with a sense of excitement. There are still many openings for the work of SU Scotland and we want to be able to grasp these in the coming years. We will need wisdom, flexibility and fresh resources. But dependence on God will be of greatest importance if anything of eternal significance is to be accomplished.

Alasdair Morrison (Chair of the SU Scotland Board)

Andy Bathgate (Chief Exec)

Executive Summary: Strategy 2011-2015

1. The aims of Scripture Union | Page 7

We re-affirm the international context of the work of SU Scotland. As part of the international movement we commit to the aims of Scripture Union:

'Making God's good news known to children, young people and their families and encouraging a daily meeting with God through Bible reading and prayer.'

These aims and our partnership with SU around the globe are core to our work.

2. The Vision and Values of SU Scotland | Pages 8-9

In a Scottish context the international aims are worked out through a specific vision undergirded by two values:

- **Our Vision is...**to see the children and young people of Scotland exploring the Bible and responding to the significance of Jesus.

'Exploring the Bible' is stated explicitly in this strategy to re-assert its fundamental place in SU Scotland's work. In consequence we will be initiating a full evaluation of where and how we are engaging with the Bible in all our work.
- **Our Values are...**dependence on God and deepening relationships.

These remain unchanged as they continue to express our desire to be fully committed to God and fully committed to people in relational ministry.

3. The difference we want to make in the next 5 years | Pages 10-13

Built on the Vision and Values, we have 6 key aspirations, to provide opportunities for:

- Deepening relationships;
- Responding to the significance of Jesus;
- Exploring the Bible;
- Prayer for and by the children and young people of Scotland;
- Equipping for Service;
- Supporting the ministry.

This will happen in and through schools, residential, missions, on-line and through training and equipping. Some initial questions for consideration are:

- What difference do we want to make in the lives of the children and young people of Scotland? (Page 11)
- What training, support and resourcing will be required in order for that to happen? (Pages 12-3)

4. SU Scotland's main activities 2011-2015 | Pages 14-16

The activities we will engage in so that the aspirations can be fulfilled. This is laid out more fully in Appendix 4.

5. The 4 Emphases | Page 17

A fuller explanation of the emphases of prioritising the disadvantaged, working with the churches, taking account of the family context and evaluating our ministry.

6. Resourcing the Strategy | Pages 18-19

Changes will be needed in structure and personnel if this strategy is to be implemented. This section raises initial thoughts and questions to be considered.

7. Appendices

- **Appendix 1** Review of strategy 2006-2010 | Pages 20-21
- **Appendix 2** SU Scotland's Values | Pages 22-24
- **Appendix 3** Context Analysis | Pages 25-26
- **Appendix 4** Activities 2011-2015 | Pages 27-29
Including alternative presentations and a detailed breakdown of SU Scotland's activities for the next five years.

The aims of Scripture Union

SU Scotland is part of a worldwide family of Scripture Union movements in over 130 countries. As a member of this family we commit ourselves to supporting the work of Scripture Union around the world, and affirm our commitment to the following statement:

Working with the churches, Scripture Union aims:

- i. To make God's good news known to children, young people and families;*
- ii. To encourage people of all ages to meet God daily through the Bible and through prayer.*

So that they may:

- *Come to personal faith in our Lord Jesus Christ;*
- *Grow in Christian maturity;*
- *Become both committed church members and servants in a world in need.*

Scripture Union pursues these aims through a variety of specialist ministries around the world in obedience to our Lord Jesus Christ and in reliance on the Holy Spirit.

The Aims, Beliefs and Working Principles of Scripture Union, agreed by the International Council of Scripture Union in 1992, forms the basis for the work of SU Scotland. (A copy of the document 'Aims Beliefs and Working Principles of Scripture Union' is available at www.suscotland.org.uk).

The Vision of SU Scotland

The aims of Scripture Union International form the background to all we do as a movement. Within Scotland our specific vision is to see:

the children and young people of Scotland exploring the Bible and responding to the significance of Jesus.

SU Scotland works to increase the opportunities for this vision to be fulfilled. We will work alongside children and young people, prioritising relationships and rejecting all manipulation or pressure.

What does this mean?

- **'SU Scotland'** describes an organisation made up of a staff team working alongside a much larger number of volunteers who are committed together to the aims of SU International and the vision of SU Scotland.
- **'Children and young people'** primarily describes the 8-18 age group, although we will work with younger children where that is appropriate. We also always seek to take account of the varied family contexts of the children and young people with whom we work.
- **'Of Scotland'** describes the main location of our work but it also indicates that no sector of Scotland's children and young people will be excluded from our work.
- **'Exploring the Bible'** establishes that everyone should be encouraged to read the Bible for themselves, coming to their own judgement about its message. We believe everyone should have this opportunity because of the central importance of the Bible in revealing God to us.
- **'Responding to the significance of Jesus'** assumes that everyone responds to Jesus; some believe in Jesus and increasingly respond to his significance for their lives, others reject his claims while others take more time to consider him.

The Values of SU Scotland

SU Scotland will aspire to be characterised by:

Dependence on God **Deepening Relationships**

What does this mean?

- **'Dependence on God'** involves:
 - i. **Commitment to prayer**
Seeking to ensure that every aspect of SU Scotland's ministry is supported by prayer.
 - ii. **Commitment to the Bible**
Seeking to ensure that every aspect of SU Scotland's ministry encourages engagement with and obedience to the Bible.
 - iii. **Reliance on the Holy Spirit**
Working in step with God's Spirit as the one who brings transformation in peoples' lives.

- **'Deepening relationships'** involves:
 - i. **Deepening relationship with God**
We believe God wants to be in relationship with people. We come to know him as Father, by his Spirit who lives in us and enables us to become increasingly more like his Son, Jesus Christ, in both words and action.
 - ii. **Deepening relationship with others**
We believe God made us to live in healthy and growing relationships with other people. We therefore commit ourselves to a relational style of ministry, aiming that everyone who encounters SU Scotland feels valued and accepted, whatever their views. This includes children and young people, volunteers, supporters, churches and other organisations.

Appendix 1 fleshes out how we understand prayer, Bible engagement, following Jesus, a relational style of working, partnership, interaction with families, the disadvantaged, and our commitment to SU internationally.

The difference we hope to see in the next 5 years

Our work will be determined by **6 key aspirations**, driven by our vision and values:

- Deepening relationships;
- Exploring the Bible;
- Responding to the significance of Jesus;
- Prayer for and by the children and young people of Scotland;
- Equipping for service;
- Supporting the ministry by building capacity.

We affirm **5 major streams of work**:

- Schools : both *in* and *with* schools;
- Residentials;
- Missions;
- On-Line;
- Training / Equipping.

We will be shaped by **4 emphases** (see pg 16 for further explanation):

- Prioritising the disadvantaged;
- Working with the churches;
- Considering the family context;
- Evaluating the quality and effectiveness of our ministry.

Central to all the aspirations is *responding to the significance of Jesus Christ*. All our other hopes for the future contribute to our main concern that children and young people have the opportunity to make an informed response to Jesus Christ. We want to emphasise that we will continue to value and respect every child and young person, whatever their response.

Each aspiration interacts with every other; for example, we explore the Bible as a basis for responding to the significance of Jesus and in a context of relationship; we build capacity prayerfully; we equip for service by exploring the Bible's teaching and with prayer.

Core and supporting aspirations

Our aspirations fall into 2 categories: *core* and *supporting*

- Core aspirations answer the question: *how will children and young people benefit from the work of SU Scotland?*
- Supporting aspirations answer the question: *what do we need to see changed in SU Scotland (staff, volunteers, supporters and structures) in order to bring about these benefits for children and young people.*

Core Aspirations

The difference we hope to see in the next five years *for children & young people*:

A. Deepening relationships

Relationships with children and young people are deepening when they are:

1. Feeling valued and accepted, able to express their views and engage respectfully with others in an environment in which their physical, emotional and spiritual well-being are protected and developed;
2. Recognising and developing their abilities and growing in confidence in using them for the good of others;
3. Becoming involved in mutually beneficial *discipling relationships*¹ which contribute to a deepening relationship with God.

B. Exploring the Bible

Children and young people are exploring the Bible when they are:

4. Becoming familiar with key stories and events of the Bible;
5. Reading the Bible for themselves;
6. Reading the Bible in groups, and contributing effectively to group Bible study;
7. Experiencing God through the Bible and coming to know him better;
8. Discovering that reading, studying & obeying the Bible, changes the choices and decisions they make for their lives.

B. Responding to the significance of Jesus

Children and young people are responding to the significance of Jesus when they are:

9. Engaging with opportunities which inform them about Jesus in a way which is appropriate for their age and stage;
10. Deciding to follow Jesus and growing in their understanding of following Jesus for all of their lives;
11. Displaying in their attitudes and actions that they are followers of Jesus.

C. Prayer

Children and young people are learning to pray and develop their relationship with God when they are:

12. Taking opportunities and utilising resources for prayer both alone and with others;
13. Changing as they pray: having a growing understanding of God, finding guidance through prayer and experiencing prayer being answered;
14. Praying for their peers, their schools, their family and for God's work in Scotland and the World.

¹ 'discipling relationships' means relationships which encourage following Jesus in every aspect of life. See appendix 2 'SU Scotland and Following Jesus' for a fuller explanation of what this means.

E. Equipping for Service

Children and young people are equipped for service when they are:

15. Grasping opportunities to live out their faith as servants of a world in need;
16. Growing in their ability to share their faith with others;
17. Taking responsibility for being *positive role models* for younger people;
18. Taking on leadership roles in SU events but also in other contexts;
19. Growing in their understanding of God's concern for the whole world and recognising their part in the family of SU International.

Supporting Aspirations

The differences we hope to see in children & young people's lives will be supported by the following approaches of volunteers, staff and supporters:

A. Deepening Relationships

In order to help children & young people **deepen relationships**, we will:

- a. Encourage them to express their views and to recognise and develop their full potential;
- b. Recognise and take account of their real family context;
- c. Positively discriminate for children & young people from deprived backgrounds in order that they have equal opportunities to engage with SU activities;
- d. Act as positive Christian role models and seek to correct caricatures or misconceptions of Christians;
- e. Work with Schools to:
 - Build relationships and partner with them in areas of spiritual development within Curriculum for Excellence;
 - Deliver Religious Observance and Religious and Moral Education;
- f. Work with churches to:
 - Encourage and support work by churches and agencies amongst children, young people and their families;
 - Engage at a National level in order to further shared aims;
 - Develop and strengthen relationships to increase their awareness of the work of SU Scotland and to better equip them to pray for and serve their local school;
 - Work alongside fresh expressions of church, where appropriate, to help reach and nurture children and young people in faith.

B. Exploring the Bible

In order to help children & young people **explore the Bible**, we will:

- g. Ensure they have ready access to the Bible;
- h. Introduce them to the Bible, its structure, history and content;
- i. Introduce them to the key stories and events of the Bible;
- j. Commit to knowing God more ourselves through the Bible;
- k. Commit to regular personal and corporate Bible reading.

C. Responding to the significance of Jesus

In order to help children & young people **respond to Jesus**, we will:

- l. Create opportunities for them to make an informed response to Jesus;
- m. Help them connect with local Christian communities to be nurtured in faith;
- n. Model following Jesus in our own lives through our attitudes and actions;
- o. Equip ourselves better to share the good news.

D. Prayer

In order to help children & young people **pray**, we will:

- p. Provide appropriate opportunities and resources for them to pray

We will also support children & young people in prayer by committing ourselves to:

- q. Creating opportunities to pray *for* children and young people and for SU events;
- r. Make every school and every aspect of school-life in Scotland a focus for prayer by individuals, groups and local churches.

E. Equipping for service

In order to help children & young people be **equipped for service**, we will:

- s. Enable them to see and grasp opportunities to live out their faith;
- t. Equip them to be leaders to serve the church and a world in need;
- u. Equip them to share their faith;
- v. Recruit and equip more volunteers to lead SU ministry;
- w. Seek to become increasingly confident in handling the Bible when engaging with children & young people;
- x. Play a full part in our SU international community.

F. Supporting the ministry

In order to accomplish these aspirations we will **support the ministry by building capacity**.
For full details please see 'Resourcing the Strategy' on pages 17-18.

SU Activities in the next 5 years

See *Appendix 4* for alternative categorisations of the activities and a more detailed explanation of responsibilities, chronological priorities and evaluation processes.

Activities enabling the core aspirations – by age group

The numbers and / or letters attached to each activity refer to pages 10-12 and link the activity to the aspiration(s) it most directly fulfils.

▪ Primary & Secondary age range

1. Continue to grow the number of Educational Activity Breaks | A1, 2; B4; C7; e

These are prime opportunities for us to build relationships and to build confidence in children and young people. They establish good relationships with schools and help schools fulfill aspects of Curriculum for Excellence.

2. Grow the numbers attending SU Holidays and the range of Holidays available | A-E

These have the potential to fulfill most of our aspirations for children and young people. We must arrest the decline; this is likely to involve increasing the range or type of holidays available - e.g. Dads & Lads, Family camp; stronger partnerships with churches etc.

3. Explore & trial new ways of training in sharing faith, living as a Christian in school and putting faith into practice | B4-6; E

We want to increase confidence in speaking about the Christian faith while also creating clear opportunities for young Christians to put their faith into practice in their school and possibly local community.

4. Strengthening the involvement of children & young people in planning and leadership of SU events | A2; B6; C9; D12; E17,18

This is a specific aspiration we have identified at E18. It is of great importance for developing future leadership as well as helping ensure relevance of activities.

5. Exploring new ways of stimulating international vision and commitment to SU International | B5; D14; E19

Our aim is that children and young people will have a view of God as one who transcends their locality and nation and therefore their concern should also become broadly based.

▪ Primary age range

6. Grow the number of SU groups in schools, particularly grasping the opportunities in Primary schools | A-E

There is openness in most schools; Primary groups draw a wide range of children. The link between these groups and weekends and Holidays is hugely important.

7. Grow the opportunities to tell Bible stories in schools (particularly around Christmas and Easter) | C 7,8

Schools are open to these opportunities; they can involve local churches and it addresses the increasing lack of Bible knowledge.

8. Grow the number of range of types of Mission (including gaining a greater family focus) | A; B; C

Missions are a key means of reaching children and their family and community. They also allow strong church partnership. Other types should be explored. Although the main focus at present is Primary age children developments could take us beyond this group.

▪ **Secondary age range**

9. Place a new emphasis on discipling relationships, including peer mentoring | A-E, especially A3

Significant development is required here to define roles and responsibilities, to produce materials and to train. This is the basis of a major project – see below.

10. Grow the number of SU groups in schools; placing a new emphasis on outreach through the groups (especially equipping leaders to have an outward focus) | A-E

The opportunities remain; but there are other opportunities if the groups can become more outward looking; Youth Alpha and Christianity Explored should be utilised. This will involve a review of present practice and a renewed vision for leaders.

11. Grow the number of Bible study groups for senior pupils | A3; B4, 5; C7-11; E18

We want to replicate the small scale good practice around Scotland. This will demand training and equipping.

12. Grow the number of prayer events and prayer groups for young people across Scotland | D12-14; E18,19

The success of Strictly Come Praying gives us motivation to see the growth of these types of events and spin-off regular local prayer groups.

13. Grow the numbers of young people involved in SU *ignite* | A3; B; C; E16, 19

This resource is something we want to see utilised much more widely, bringing fellowship to isolated Christians and stimulus and challenge to everyone.

Activities enabling the supporting aspirations – Resourcing the ministry

The letters attached to each activity refer to pages 12-13 and link the activity to the supporting aspiration(s) it most directly fulfils.

▪ **Growing the numbers & scope of the ministry**

1. Growing the prayer network to cover every school in Scotland | r

This will largely be addressed through growth of the Schools Prayer Network.

2. Growing the numbers of volunteers, staff and Associate workers, Local Areas workers and Action Groups | v

We recognise that if these aspirations are to be fulfilled it will involve increased numbers of people working with children and young people. We will work towards releasing more people into ministry.

3. Growing the numbers involved on the Gap Year Programme | s; t; v

This is an extension of our ministry with young people, enabling leaders who will serve both SU and the church at large.

▪ **Resourcing through training / equipping**

4. Providing more and improved Bible engagement training, and supporting materials | n; o; w

This aims to reflect our concern to place the Bible centrally and to address the issue of quality in our work.

5. Equipping staff and volunteers to understand and take account of the family context | b

Our change of emphasis here demands training.

Key Projects

In order to meet these aspirations over the next five years we will have 6 key projects:

1. Exploring the Bible:

i. Bible Fresh: Promoting personal and corporate Bible engagement | C7-11; n; o; w

We will strongly promote the Essential 100 project and particularly its youth version as a major plank of this project.

ii. Review of Bible use | C7-11; k; n; o; w

We will review our Bible engagement across the organisation, including provision of Bibles at SU events.

2. Creating a discipling / mentoring project which will equip and resource discipling relationships with young people | a; b; c; g-u

This is a major emphasis of the strategy involving something of a mindset change.

3. Reviewing and developing our training programmes | g-x

This project will build on the significant benefits that arise for children and young people who attend a number and range of SU events. As part of this, it will create a curriculum for training that enhances development across our programmes. This will also include establishing criteria for what following Jesus looks like for children and young people; and evaluating current provision of opportunities to respond to Jesus.

4. Reviewing and developing our Missions programme | A-E; a-x

We will explore different types of mission through a pilot project which will involve wider involvement with local churches and their communities and through increased numbers of teams serving internationally.

5. Reviewing our relationship with the local church and developing & improving communication with churches | f

We aim to enhance our relationship with churches through this strategy and part of that is reviewing that relationship with a particular emphasis on our role in training in local churches. We aim to keep churches better informed.

6. Working with churches to equip for engagement with local schools | f

We will encourage and equip churches to be fully engaged with their local schools, maximizing the opportunities provided by current legislation and practice.

4 Emphases

In the process of determining the strategy, several specific challenges emerged which have resulted in us adopting 4 emphases that will be like threads running through all of our work. These emphases will shape everything we do in the coming years, becoming part of the DNA of the movement. These are:

1. **Prioritising the disadvantaged**

We believe God calls us to give special attention to those who are disadvantaged and marginalised, who might otherwise be overlooked. We will examine every area of our ministry to determine how we can most effectively serve disadvantaged children and young people. This includes developing work we are already doing with those with Special Educational Needs.

2. **Working with the churches**

We will re-assess the meaning of partnership with the church in Scotland and build on consultations with church leaders to determine how we can most effectively serve the church in Scotland.

3. **Considering the family context**

We will explore how every area of our ministry can take account of the family context of the children and young people with whom we work. A group has already started work in this area and their proposals will be integrated into the ongoing strategy development.

4. **Evaluating the quality and effectiveness of our ministry**

We will build evaluation into everything we do, ensuring that evaluation processes are part of project planning. As part of the evaluation process we will be open to recognising where new areas of ministry emerge that need to supersede plans in the strategy but equally where areas of ministry have run their course and need to cease.

Quality *and* effectiveness are both to be evaluated. Our aim is to see increased numbers of children and young people exploring the Bible and responding to the significance of Jesus but alongside that we aim to see greater depth in our work. We feel the 2006-2010 strategy did not place enough emphasis on quality and we want to redress that balance.

We will put particular emphasis on assessing whether we are living up to our vision and values.

Resourcing the strategy

Although this section describes some activities that we will implement it also raises questions that will be addressed during the course of the strategy. The validity of this approach is based on the fact that the resources will not all be required from day one. There are clear chronological priorities which mean resourcing will be required at different points during the strategy period

It is important to note that our dependence on God underlies this aspect of the strategy as much as any other part. All of these resourcing issues will be backed by prayer and the encouragement of our supporters to pray for the work.

1. Strategy & structure

We will undertake a review of our structure to ascertain whether our present structure is appropriate to the strategy. Some of the key questions that need to be addressed are:

- a. If we are to give renewed priority to Holidays when they are presently in decline how do we ensure that adequate time and resources are given to turning around this decline?
- b. If Missions are to form a more prominent part of our work in the coming years how do we adequately resource that initiative;
- c. We have stressed the need for a recommitment to a discipleship model and to a training curriculum that builds as children and young people attend a range of SU events and activities. Again, this will require considerable strategic thinking, training, preparation of materials, programmes etc. Can this be adequately covered within the present structure and resources?
- d. Action groups play a key role in ministry delivery throughout Scotland. We need to clarify how these groups relate to the governance of the movement and to ensure their importance is recognised in fulfilling the strategy;
- e. Should we be structured according to the age-group of those with whom we are working?

2. Strategy & personnel

We recognise that if we are to meet the challenge of multiplying ministry in the coming 5 years then capacity building will be required in SU Scotland. We will work to see growth in:

a. Numbers of volunteers

We will aim to increase the number of volunteers involved in working with SU Scotland. We will:

- i. Have a sustained drive to encourage many more people of all ages to partner us as volunteers;
- ii. Continue to encourage SU staff to be engaged in encouraging volunteer involvement;

- iii. Seek to increase the number of Action Groups operating across Scotland;
- iv. Seek to increase the number of people volunteering as Local Area Workers;
- v. Explore other models of volunteering (e.g. Corporate release).

b. The number of Associate Worker Trusts

A target will be agreed, taking account of the implications for SU staff of line-managing Associate Workers;

c. The numbers of Christians involved in education

We will partner others to issue a 'call' to full-time work in schools during 2011;

d. The number of churches engaged with their local school

We will seek to encourage churches to understand and grasp the opportunities to be involved in their local schools;

e. The Gap Year programme

We will work to increase the number of people joining our Gap Year programme; a target will be set;

f. The number of staff;

This will include those involved in direct ministry to children and young people and in supporting functions. The following are possibilities:

i. Prayer Coordinator

This role may require to be increased or admin provision made available if we are to extend this ministry;

ii. Urban Ministries Coordinator

This post may require significant redefinition in the light of the emphasis on the disadvantaged which could have implications for funding;

iii. Church Liaison

Given the renewed commitment to church partnership; our desire to work with churches to help them be more effective in work with local schools; our concern to increase numbers of volunteers; our desire to increase prayer support and our desire to influence families this may all point us in the direction of such an appointment, although any post would not necessarily cover every aspect mentioned here;

iv. Mission Coordinator

Increased activity in Missions may require an increase in the Mission Coordinator post;

v. Training / Equipping

The priority of training / equipping emerges clearly in the strategy. It may be that a post is required to spearhead this change of emphasis. There is also the question of how we respond to the expressed need of churches for training.

3. Finance

What are the financial implications of these aspirations and activities? How will we fund new activities and projects?

- a. Many of our strategic aspirations are about qualitative and mindset change rather than quantitative change. Although these kinds of changes are not financially cost free they should not be hugely financially burdensome;
- b. We are committed to greater staff involvement in raising support of all kinds for SU Scotland. We have plans in place to enable development. We need to keep monitoring and evaluating progress in this area;
- c. We will launch a Strategy appeal in autumn 2010 to raise funds for strategy projects not included in the budget for 2010/11. These 'projects' may include funding some of the priority appointments mentioned in 2 above;
- d. For specific posts we will seek funding from sympathetic Trusts.

4. Property

Our properties fall into 2 distinct categories; those which provide a support base for administration etc and those where direct ministry takes place. Our two centres fall into the latter category and are core to our work. Their development is also a key part of fulfilling our aspirations:

- a. We are in the process of addressing staff accommodation pressures at Alltnacriche;
- b. We have launched the second phase of Lendrick Muir development which will address both the requirement for new activities and also pressing refurbishment requirements;
- c. We will continue to utilise supporter appeals and approaches to Trusts in the future to fund major capital projects, thus enabling further developments at our Centres.

Appendix 1 – Summary Review of Strategy 2006-2010

The 2006-2010 strategy was based on 6 strategic priorities with numerical targets set against each of these priorities

a. Prayer:

- i. The number of schools registered on the Schools Prayer Network more than trebled in the period 2006-2010, ending with 1160 schools.
- ii. The youth prayer event that developed was fully booked on all 4 occasions (350-400 attending); the spin-off event in Inverness was well received but less well attended.
- iii. The number of Back to School with God services in churches proved difficult to measure because churches downloaded material without registering but estimates suggested that well over 100 churches utilised the idea to a greater or lesser degree.
- iv. Much of the development was made possible by the appointment of a part-time Prayer Coordinator, backed by strategic partnerships developed with Firestarters and YFC and the prayer covenant formed with Lydia Fellowship.

b. Schools:

- i. The aim was to double the number of SU groups in schools. Total numbers of SU groups in schools grew markedly with groups in 12.5% of Primary schools (276 compared to 199 in 2005) and 32% of Secondary schools (139 compared to 84 in 2005) by 2010. One of the major barriers to further growth was lack of volunteers rather than reluctance for groups in schools coming from school authorities.
- ii. Number of assemblies taken in schools also rose significantly
- iii. The initiative to establish evangelistic discussion groups in schools took the form of a partnership with Alpha Scotland, Association of Christian Teachers and Youth for Christ. Successful training days were run for pupils, chaplains, teachers and youth workers and over the period over 20 Youth Alpha groups were run in schools around Scotland.

c. Residential ministry:

- i. The aim of a 12% increase in numbers attending SU Holidays was not fulfilled. Although these events proved of great significance for the children and young people who attended, there was a decline in numbers which continued despite significant effort being exerted in an attempt to reverse the trend.
- ii. Weekend events (with around 1600 attending) and, even more so, Educational Activity Breaks (EABs) both showed an upward trend in numbers. Over 2000 children and young people were expected to attend EABs in the 2009/10 academic year, almost double that at the beginning of the period.

d. Missions:

The aim was to maintain the number of missions being run by SU at around 20 but to see 3 new missions started each year with 3 moving to delivery by local leaders. These targets were largely met. For example, 27 missions ran in summer 2009 and around 5 of these were new ventures, with a similar number switching to local leadership.

e. Discipling / training:

- i. The Trainee Leadership programme – we aimed for a rise in numbers from 70 to 120 during the period. In 2009, 90 young people joined the programme and that number fluctuated despite the addition of an extra event and renewed promotion.
- ii. Leadership Development Programme – the aim was to raise numbers from 18 to 36. Again this was not achieved with numbers ranging around the 17-22 mark.
- iii. Both programmes reflected work of major significance with young people. The re-branding and re-positioning of our leadership training under the banner of COMMission aims to bring a renewed emphasis to this area of ministry.

f. Ignite:

We were excited to see the launch of the youth website and the appointment of a youth website development worker during the strategy period. The site was re-launched in summer 2009 with further developments. An average of 113 members logged in and there are around 3,600 content hits each week in 2010. The hope is that this will continue to expand, especially as the opportunity for membership is broadened to those attending SU school groups, Missions and other SU events.

Appendix 2 - SU Scotland's values: what they mean

SU Scotland & prayer

- God desires us to bring everything to him in prayer.
- God involves us in his worldwide mission and chooses to accomplish his purposes through our prayers.
- God changes us as we submit to him in prayer; we believe that prayer is a major means God uses to accomplish his work in the world. He asks us to pray to him, promises to answer our requests and through our prayers he changes us and our situations.
- We believe there is nothing too small or too large to bring to God in prayer, so every aspect of SU Scotland's ministry should be a matter for prayer.
- The Bible encourages both individual and corporate prayer and we in turn will seek to encourage both.
- We will regularly pray about every aspect of our ministry; we will also set aside special times for extended prayer for specific people and areas of ministry.

SU Scotland and following Jesus

- SU Scotland staff and volunteers will actively pursue following Jesus.
- We will work with children and young people to teach everything Jesus commanded and to encourage them to be committed followers and servants of the Lord Jesus Christ.
- All of our work will be based on healthy, open, mutually beneficial relationships.
- We will take the family context of children and young people seriously.
- We believe Jesus prioritised the disadvantaged and marginalised and that we should follow his example.
- We understand following Jesus to mean seeking to obey him in every aspect of our lives, for our whole lives. In practice this means:
 - i. A process of growth and change involving the need for continual repentance and a renewed sense of the grace and freedom which comes through forgiveness;
 - ii. Demonstrating a desire to be more like Jesus and to be continually filled with the Holy Spirit;
 - iii. Growing followers of Jesus becoming more assured of their identity in Christ;
 - iv. Lives shaped by regular Bible engagement, prayer and service;
 - v. Regular, loving and active fellowship within a Christian community;
 - vi. A growing in confidence in sharing faith and seeking to help others to become and grow as followers of Jesus;
 - vii. Growing awareness of the needs of others and growing service of others;

- We will seek to form relationships which encourage following Jesus. We will be vigilant in avoiding anything that might hint of manipulation or abuse of power in these relationships. This means that these relationships will largely be group-based rather than one-to-one and will avoid over-dependence by ensuring that no one person acts as the sole mentor in someone's life.

SU Scotland and engaging with the Bible

- Engaging with the Bible is one of the main means of getting to know God better
- Authentic engagement with the Bible must produce godliness; character and lifestyle that models the Lord Jesus, supremely in his love and service to others
- Bible reading therefore needs to be regular and we would encourage *daily* engagement
- The Scripture Union paper; '**A Statement of Hermeneutical Principles**' agreed in 2001 expresses our view on how to interpret the Bible. The paper can be accessed at www.suscotland.org.uk. It states that interpretation must be done:
 - i. Prayerfully – in humility and dependence on the Holy Spirit;
 - ii. Corporately – it is read in the context of the body of Christ;
 - iii. As a whole – we are committed to the whole of the Bible;
 - iv. Contextually – understanding the context of the Bible and our own contexts;
 - v. Christologically - we read and interpret the whole Bible in the light of the Lord Jesus Christ;
 - vi. Relationally – we want to meet with God, know him personally and be changed.

SU Scotland's relational style of working

- We commit ourselves to working relationally because God works to establish and build relationship with people as a loving Father.
- We will prioritise relationship and evaluate all our activities in the light of our deepening relationships value and aspirations.
- We believe everyone should be treated with respect and should be valued and accepted, whatever their ethnic origin, social background, lifestyle or faith commitment.
- We will take great care to adhere to our statutory obligations with regard to Child Protection and will make resources available to ensure that we fully comply.
- A relational style of working has implications for the ratio of staff and volunteers to children and young people on SU events. We are committed to maintaining a ratio that prioritises the value we place on relationship.

SU Scotland and partnership

- Our commitment is to God's mission in the world and we work in partnership with him to play our part in accomplishing his purposes.

- Our partnership in God's mission automatically draws us into partnership with fellow Christians who are committed to the same mission.
- We believe that God expects Christians to work and pray for unity and to seek unity of heart and mind in working together.
- We therefore commit ourselves to positively seeking partnerships which will enhance the areas of work we believe God has given us to do.
- We will therefore seek to be in open communication with others, avoiding duplication of work and working together with others wherever possible.

SU Scotland and families

- We are committed to taking the family context of children and young people seriously.
- We do not intend to become a 'Family ministry'; our call is to work with children and young people. However, we will always view children and young people in the context of their family and attempt to take the implications on board.
- We will pilot some fresh opportunities with families through Missions and Holidays and allow these pilots to determine our future activities in this area.

SU Scotland and the disadvantaged

- We believe God gives special attention to those who are disadvantaged or excluded through age, lack of family support, lack of prosperity – 'widows and orphans' are two groups that receive specific mention in the Bible.
- SU Scotland's ministry is to *all* the children and young people of Scotland but we must positively discriminate in order that certain groups are not ignored from our ministry.
- We will therefore evaluate all of our ministries to ascertain how we are taking account of God's concern for the disadvantaged.
- We will ensure that resources are made available so that SU Scotland's ministry reaches those who might otherwise be excluded.

SU Scotland and our commitment to SU internationally

- We believe we are a part of God's worldwide mission and as such we cannot operate independently of God's work throughout the world, particularly amongst other SU movements.
- Our aim will be that we connect with the Global SU Family to captivate the Christian young people of Scotland with the importance of their God-given commission to a world perspective; "so that they may become servants of a world in need".
- Our commitment will also take the form of stimulating enhanced international interest and activity among staff and senior volunteers.

Appendix 3 - SU Strategy 2010-15: Context Analysis and Dominant trends

Bold = items of particular relevance to SU Scotland

Area	Last 5 years	Next 5 years
Political / economic	<ul style="list-style-type: none"> ▪ Increasing fear of litigation; ▪ Terror threat closer to home – 7/7, Glasgow Airport; ▪ Growth in extremist political parties; ▪ Increasing profile / 'fear' of Islam; ▪ New-style politics e.g. Barak Obama; ▪ More purchases online > impact on high street shops; ▪ Higher levels of debt; ▪ Credit crunch / onset of recession. 	<ul style="list-style-type: none"> ▪ New government at Westminster; ▪ Growing influence of Europe (new president); ▪ Even more anti-discrimination (anti-faith?) legislation; ▪ Moves to Scottish independence; ▪ Privacy issues high on political agenda; ▪ Threats to charity status? ▪ Economic pressures <ul style="list-style-type: none"> - Cuts in local authority services/budgets - Need to constantly be aware of distinctive urban context ▪ Reaction to terrorism, actual or feared.
Social	<ul style="list-style-type: none"> ▪ Less community cohesion, more self-centred, individualistic, less doing things together; ▪ Growth of social networking – Facebook, Twitter; ▪ Increasing split/single parent families; 	<ul style="list-style-type: none"> ▪ Continuation of these.
Cultural influences	<ul style="list-style-type: none"> ▪ Movies; ▪ X-factor style shows?! ▪ Celebration of Scottishness e.g. Homecoming; 	<ul style="list-style-type: none"> ▪ TV anywhere / on demand; ▪ YouTube; ▪ Impact on communication styles; ▪ Bloggers? ▪ Greater use of storytelling required.

Area	Last 5 years	Next 5 years
Environmental factors	<ul style="list-style-type: none"> ▪ Greater environmental awareness <ul style="list-style-type: none"> - “Carbon footprint” concept - Successful business model e.g. M&S ▪ Fairtrade – greater mainstream acceptance; 	<ul style="list-style-type: none"> ▪ BIG issue for YP – uncool not to be concerned; ▪ YP more concerned re justice issues in general; ▪ Fear of impact of global warming; ▪ More environmental taxes; ▪ Need to be seen to be carbon neutral; ▪ Opportunity to take a stronger lead / Christian stewardship angle.
Technological changes	<ul style="list-style-type: none"> ▪ Broadband usage / internet use everywhere; ▪ Prevalence of GPS > Sat Nav / Mobiles; ▪ iPod generation; ▪ Texting popularity; ▪ YouTube; ▪ BBC iPlayer / TV on demand; ▪ Wikipedia / sharing of knowledge <ul style="list-style-type: none"> - Less dependence on ‘experts’ 	<ul style="list-style-type: none"> ▪ Much closer to 100% internet access; ▪ E-readers – impact on paper books? ▪ Publishing on demand; ▪ Faster broadband speeds – more media; ▪ More access to information, less knowledge: <ul style="list-style-type: none"> - Why learn it when you can Google it? ▪ Even more time being spent online; ▪ Social networking all the time – via mobile; ▪ Targeting by advertisers using GPS location; ▪ Space tourism.
Fundraising/ giving	<ul style="list-style-type: none"> • Emergence of online giving / sponsorship. 	<ul style="list-style-type: none"> ▪ Interaction with potential/existing donors via social networks; ▪ Slow demise of cheques!

Area	Last 5 years	Next 5 years
Educational trends	<ul style="list-style-type: none"> ▪ Curriculum for Excellence; ▪ Resurgence of promotion of outdoor education; ▪ Concern around obesity of children & young people /health & wellbeing issues. 	<ul style="list-style-type: none"> ▪ Less acceptance of denominational schools; ▪ C for E continuing for some time; ▪ Greater accountability of/pressures on teachers; <ul style="list-style-type: none"> - Growing power of HMI / LA inspectors; - Significant number of teachers retiring; ▪ More definition of Religious Observance requirements/practice.
Church/wider Christian scene	<ul style="list-style-type: none"> ▪ Drift by YP from Christian influence/values; ▪ Growth of atheism as a cohesive force – offline and online; ▪ Increasing debate around issues of sexuality; ▪ Emerging churches; ▪ Growing popularity of “festival” format – secular and Christian; ▪ Decline in numbers of ordained ministers; ▪ Diminishing confidence in Bible as authoritative word of God. 	<ul style="list-style-type: none"> ▪ Greater openness to spirituality; ▪ Less small churches? ▪ More large churches with local cell groups; ▪ Virtual churches? ▪ “Street pastor” approach; ▪ Lessening influence of printed Christian books/literature; ▪ Influence of emerging thinkers attempting to “reframe the gospel” – e.g. Rob Bell et al; ▪ 10%+ reduction in C of S ministers > move to create more parish groupings; ▪ Increased emphasis on social action; ▪ Even greater ignorance of Bible basics; ▪ Greater emphasis on ‘experience’; ▪ Continuing growth of festivals.

Appendix 4 - Alternative presentations of activities 2011-2015

A. Activities arranged by growth

1. Activities we plan to grow

- **Deepening relationships**

- Continue to grow the number of Educational Activity Breaks;

- **Exploring the Bible**

- Grow the opportunities to tell Bible stories in schools (particularly around Christmas and Easter);
- Grow the number of Bible study groups for senior pupils;

- **Prayer**

- Grow the number of prayer events and prayer groups for young people across Scotland;
- Grow the prayer Network to cover every school in Scotland;

- **Responding to Jesus**

- Grow the numbers attending SU Holidays and the range of Holidays available (possible development of different forms of Holidays - e.g. Dads & Lads, Family camp etc);
- Grow the number and range of types of Missions (including a greater Family focus);
- Grow the number of SU groups in schools, particularly grasping opportunities in Primary schools;
- Grow the number of young people involved in SU *ignite*;

- **Equipping**

- Grow the numbers on the Gap Year programme;

- **Capacity building**

- Grow the numbers of volunteers, staff and Associates, Local Area workers and Action Groups.

2. Fresh approaches we will take to activities

- **Deepening relationships**

- Strengthening the involvement of children & young people in planning and leadership of SU events;
- Place a new emphasis on discipling relationships, including peer mentoring;

- **Exploring the Bible**

- Providing more and improved Bible engagement training and supporting materials;

- Exploring new ways of stimulating international vision and our commitment to SU International;
- **Equipping**
 - Explore and trial new ways of training in faith sharing; living as a Christian in school and putting faith into practice;
 - Whilst growing the numbers of SU groups in Secondary schools, place a new emphasis on outreach through the SU groups (especially equipping leaders to have an outward focus);
 - Equipping staff and volunteers to understand and take account of family contexts;
- **Capacity building**
 - Grow the numbers of volunteers, staff and Associates, Local Area workers and Action Groups.

3. New projects

- **Deepening relationships**
 - Creating a discipling / mentoring project which will equip and resource discipling relationships with young people ;
 - Working with churches to equip for engagement with local schools
- **Exploring the Bible**
 - Bible Fresh: promoting personal and corporate Bible engagement (especially through Essential100 (inc. the Youth Version);
- **Responding to Jesus**
 - Developing our Missions programme – a Missions project which will pilot mission teams that involve local community engagement and development of international teams;

4. Reviewing our work

- **Exploring the Bible**
 - Review of Bible use in SU Scotland (including review of Bible provision at SU events);
- **Equipping**
 - Reviewing and developing our training programmes - identifying how to provide a joined up approach for children & young people across all our activities; creating a developmental curriculum for training / equipping; evaluating provision of opportunities to respond to Jesus etc;
 - Review our relationship with the local church and developing and improving communication with churches (including reviewing our role in relation to training with churches).

B. Activities arranged by list and annotated according to main stream of work

- **Continue to grow the number of Educational Activity Breaks** | Schools, Residentials;
- **Grow the numbers attending SU Holidays and the range of Holidays available** | Residentials, Promotion in Schools, On-line
 This may include Dads & Lads camps, further Family Camps and certainly greater partnership with local churches in organizing and running Holidays
- **Grow the number of SU groups in schools; particularly grasping the opportunities in Primary schools and placing a new emphasis on outreach through the groups especially in Secondary groups** | Schools, On-line, Equipping
- **Grow the opportunities to tell Bible stories in schools (particularly around Christmas and Easter)** | Schools, Equipping
- **Grow the number of range of types of Mission** | Missions, Equipping
 This will be supported by a pilot project which will trial some new approaches to mission with churches involving more engagement with the local community
- **Place a new emphasis on discipling relationships, including peer mentoring** | Residentials, Schools, On-line, Missions, Equipping
 This will have implications for several other key activities:
 - **Explore & trial new ways of training in sharing faith, living as a Christian in school and putting faith into practice;**
 - **Grow the number of prayer events and prayer groups for young people across Scotland;**
 - **Grow the number of Bible study groups for senior pupils;**
 - **Strengthen the involvement of children & young people in planning and leadership of SU events.**
- **Explore new ways of stimulating international vision and commitment to SU International** | Residentials, Schools, On-line, Equipping
- **Grow the numbers of young people involved in SUignite** | On-line, Residentials, Schools
- **Grow the prayer network to cover every school in Scotland** | Schools, Residentials, On – line
- **Growing the numbers of volunteers, staff and Associate workers, Local Areas workers, Gap Year team and Action Groups** | Equipping
- **Providing quality training for staff & volunteers** | Equipping, On-line
- **Providing more and improved Bible engagement training** | Equipping, On-line

- **Equipping staff and volunteers to understand and take account of family contexts |**
Equipping, On-line
- **Equipping leaders of SU groups to maximise outreach opportunities from their groups |**
Equipping, On-line
- **Working more closely with churches |** Missions, Schools, Residentials
- **Developing & improving communication with churches |** Missions, Schools, Residentials
- **Working with churches to equip for engagement with local schools |** Missions, Schools, Residentials
- **Reviewing our work |** Equipping
- **The use of the Bible in SU Scotland |** Equipping
- **Reviewing and developing our training programmes |** Equipping
- **Reviewing our relationship with the church |** Equipping

C. Activities 2011-2015: responsibilities, chronological priorities and evaluation

These are laid out in a separate document.