



RECRUITMENT PACK

HEAD OF ENGAGEMENT

(Marketing, Communication, Fundraising, PR and Service Excellence)





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ABOUT LIVE BORDERS

Live Borders is a forward-looking charitable trust at the heart of the Scottish Borders, delivering active, creative, heritage, life-long learning and community services that make a real difference to people's lives.

We exist to help communities thrive - physically, creatively and socially. Every day, our teams support people to be active, curious and connected, whether that's through sport and fitness, libraries and learning, arts and heritage, museums, events or community programmes.

Since our establishment in 2016, Live Borders has brought together sport, leisure, culture and learning services into one organisation with a shared purpose: to improve wellbeing, reduce inequality and strengthen communities across one of Scotland's most distinctive regions.



A PLACE-BASED ORGANISATION DELIVERING SOCIAL IMPACT

The Scottish Borders is a unique place - rural, diverse and deeply connected to its communities. Live Borders reflects that. We deliver services across towns, villages and rural communities, reaching people of all ages and backgrounds.

Each year, we support more than a million visits to our sport and leisure facilities and hundreds of thousands of visits to our cultural venues and services. But our ambition goes beyond numbers. We want to ensure that what we offer is relevant, inclusive and responsive to the changing needs of the communities we serve.

We reinvest every penny we generate back into services and communities, ensuring public value and social impact sits at the heart of everything we do.

A TIME OF OPPORTUNITY AND CHANGE

Live Borders is on an exciting journey. With new leadership and a clear focus on impact, we are strengthening how we engage with communities, partners and stakeholders, and how we tell our story.

This is a place for people who want to make a difference - who are motivated by purpose, but also excited by change, improvement and innovation.

Following an organisational restructure, we have an exciting opportunity to recruit three new heads of service roles, including this role. The role holder will have a career defining opportunity to establish and develop a restructured service and be a major influencer and leader, shaping the transformation of Live Borders.



A MESSAGE FROM OUR CHIEF EXECUTIVE

Thank you for your interest in joining Live Borders.

Live Borders plays a vital role in the life of the Scottish Borders. Every day, our teams support people to be active, creative, curious and connected, through active living, creativity, culture and heritage, learning and community services. The impact of this work is felt across our communities, and it matters deeply.

We are a values-led organisation with a strong sense of purpose, and we are also one that is evolving, responding to the changing needs of our communities, the challenges facing the public and third sectors, and the opportunities ahead of us. This is a moment to be ambitious, thoughtful and bold about how we deliver our services and how we engage with the people we serve.

Our senior leadership roles are critical to that journey. We are looking for people who bring professional expertise, strategic thinking and a collaborative mindset, people who are motivated by purpose, but also comfortable leading change, asking questions and finding better ways of working. Above all, we are looking for leaders who care about people and place, and who want to make a positive, lasting difference.

At Live Borders, we value openness, inclusion and teamwork. We believe that empowered people deliver the best services, and we are committed to creating an environment where our leaders and teams can grow, develop and do their best work.

If you are excited by the opportunity to lead, to shape the future of an organisation rooted in community and impact, and to be part of a committed and passionate team, I encourage you to consider joining us.

I look forward to welcoming the next generation of leaders to Live Borders.

Catriona McAllister
Chief Executive
Live Borders



THE ROLE

Hours: 37

Location: HQ, Newtown, St Boswells / Hybrid

Salary: Grade 12: £48,675 - £52,727

To provide strategic leadership for engagement activities across Live Borders, ensuring effective marketing, communications, fundraising, digital, insight and engagement activity that builds strong relationships, grows audiences, enhances reputation and supports organisational sustainability.

The post holder will set the strategic direction for engagement, lead the Engagement function, manage senior staff, and ensure activity is insight-led, audience-focused and aligned with corporate priorities. The role acts as the organisation's senior professional lead for marketing, communications, engagement, brand and reputation, fundraising and service excellence.

The role will be accountable for delivering excellent customer service across the company by setting a development standard and regularly monitoring net promoter scores. The role will be focused strategically on increased participation, widening participation from underrepresented groups and increasing our income.

As a member of the Senior Leadership Team, the role will support the CEO to deliver the Business Transformation Portfolio and will be accountable for leading projects. The role will also be a key part of setting and delivering strategic plans and the business case for the organisation.



KEY RESPONSIBILITIES

STRATEGIC LEADERSHIP & DIRECTION

- Lead the development and delivery of Live Borders' Engagement strategy, aligned to corporate objectives and priorities.
- Contribute to the development and implementation of Live Borders Strategic Plan and Business Case
- Set the strategic framework for marketing, communications, engagement, insight, digital and fundraising activity.
- Lead and managing the organisation's engagement, marketing, communications and PR to ensure a positive reputation, audience development, widening of participation, increasing footfall and increased income generation.
- Set out engagement priorities within corporate planning, performance management and decision-making.
- As part of the Senior Leadership Team contribute significantly to the strategic direction of the organisation.

LEADERSHIP & LINE MANAGEMENT

- Lead the engagement section of the organisation; line-manage the Marketing Manager and Fundraising Officer, providing clear strategic direction, challenge, and support.
- Ensuring all team members are effectively managed with clear roles, accountability and effective ways of working.
- Build a high-performing, collaborative and values-led team culture.
- Ensure all team members have annual performance and development reviews and personal development plans. Ensure they have the opportunity to learn and grow.



MARKETING, COMMUNICATIONS & CAMPAIGN STRATEGY

- Accountable for providing strategic oversight of marketing and communications activity, ensuring campaigns and communications are integrated, effective and aligned with organisational priorities and always aligned to our strategic priorities and annual plans.
- Lead the development of a strong and vibrant Live Borders' brand, voice and reputation are protected, strengthened and consistently applied.
- Act as senior responsible officer for reputational, communications or engagement risks.
- Advise the CEO on Public Relations as required and be accountable for building strong relationships with the media and Scottish Borders Council communications colleagues.

AUDIENCE, IMPACT & INCOME

- Accountable for ensuring engagement, marketing and communications strategies drive measurable outcomes in audience growth, participation, engagement and income.
- Lead the strategic development of fundraising and income generation activity, working closely with colleagues and partners.
- Ensure fundraising activity aligns with organisational values, priorities and compliance requirements.
- Support the development of sustainable funding models and partnerships.
- Work closely with CEO, Heads of Service and operational teams to ensure they are consulted and supported on their marketing and communication requirements.
- Accountable for setting and delivering the organisation's fundraising strategy, managing the fundraising officer. Leadership of this area, including managing relationships with key funders.
- Leading the organisation's identity as a charity and raising our profile as a charitable organisation.



ENGAGEMENT & COMMUNITY RELATIONSHIPS

- Lead the organisation's strategic approach to engagement with communities, stakeholders, elected members, partners and funders.
- Ensure engagement activity is inclusive, ethical and supports meaningful involvement and co-production.
- Act as a senior ambassador for Live Borders, building high-level external relationships that enhance reputation, trust and impact.

INSIGHT, DIGITAL & EVIDENCE-LED PRACTICE

- Accountable for setting strategic direction for insight, research and data-led decision-making across the organisation.
- Ensure effective use of digital platforms, customer data and insight to improve understanding of audiences and communities.
- Promote a culture of evaluation, learning and continuous improvement.

GOVERNANCE, RISK & PERFORMANCE

- Ensure engagement activity complies with organisational policies, legal requirements and best practice.
- Identify, manage and mitigate strategic risks related to reputation, engagement and income.
- Monitor and report on engagement performance, impact and outcomes at organisational level.



FUNDRAISING, STRATEGY AND IMPLEMENTATION

- Lead the implementation of the fundraising strategy, ensuring Live Borders is widely recognised as a charity.
- Accountable for the achievement of fundraising targets, impact delivery and reporting requirements for fundraising secured.
- Manage strategic funding relationships.
- Annually report on impact from fundraising activity and programmes delivered.

BUDGET & RESOURCE MANAGEMENT

- Hold overall responsibility for engagement-related budgets.
- Allocate resources strategically to deliver priorities and maximise impact.
- Ensure value for money, sustainability and effective use of resources.

CROSS-ORGANISATIONAL LEADERSHIP

- Act as a member of the organisation's senior leadership team as appropriate.
- Contribute to organisational strategy, transformation and change programmes.
- Lead and support cross-functional initiatives and partnerships.

OTHER DETAILS

- Undertake any other reasonable duties which may be requested by Live Borders
- Requirement to work out with normal hours (evenings/weekends): Occasional, by arrangement
- Full UK Driving Licence and access to vehicle essential.
- Live Borders offers a flexible working environment, with a hybrid approach. This is a senior role and the balance can be shaped around the needs of the role.
- Relocation packages may be considered



KNOWLEDGE AND EXPERIENCE

EDUCATION

Essential	Assessed	Desirable	Assessed
Degree in a related subject or able to demonstrate equivalence through career CPD and experience	A/I	Postgraduate qualification in a related subject.	A/I

EXPERIENCE

Essential	Assessed	Desirable	Assessed
Demonstratable experience of substantial senior leadership in marketing, communications, engagement, fundraising or a related field.	A/I	Experience working in a public, third-sector or arms-length organisation.	A
Proven experience in developing and leading an organisational engagement strategy.	A/I	Experience leading fundraising or income generation activity.	A
Strong track record of leading multi-disciplinary teams and managing senior staff.	A/I	Experience of organisational change or service transformation.	I
Experience of managing complex budgets and resources.	I		
Strong understanding of brand, reputation management, audience development and engagement.	A/I		



KNOWLEDGE AND EXPERIENCE

EXPERIENCE

Essential	Assessed	Desirable	Assessed
Experience leading in complex stakeholder and partnership environments.	A/I		
Experience of managing projects	A/I		
Experience of digital marketing practices	A/I	Experience of AI deployment in marketing, communications and fundrasing	A/I

SKILLS AND KNOWLEDGE

Essential	Assessed	Desirable	Assessed
Strong leadership, decision-making and strategic thinking skills.	A/I		
Excellent communication and interpersonal skills.	I		
Ability to influence, advise and challenge at senior and board level.	I		



PACKAGES AND BENEFITS

Pension: Starts with a 5% company contribution into an Aviva scheme, increased to 10% after 2 years service. After 5 years service, you can join the Local Government Pension Scheme (current company contribution is 17%)

Holidays: Starts at 30 days of annual leave plus 4 public holidays (for Christmas and New Year). Increases with service up to a maximum of 35 days after 6 years' service.

Free membership at our Gyms & Swimming Pools

Free entry to our Attractions (e.g. The Great Tapestry of Scotland, The Jim Clark Motorsport Museum)

Death in Service benefit of 3 times salary

ASVA membership: We are a corporate member which means staff can get free access to other member attractions, including Edinburgh Zoo and Historic Scotland sites.

Cyclescheme: Saves the employee tax and NI contributions on the purchase of a new bike and accessories

Help@Hand: Employee assistance programme which includes a variety of services including a 24 Hour advice and information line with support including -

- Counselling and legal information
- Financial Support
- Remote GPs: where employees can arrange a call back from a practising UK GP 24/7
- Savings and discounts - access savings and rewards across a variety of big brands



WORKING IN THE BORDERS

The Scottish Borders is an outstanding place to live and work, offering an excellent quality of life alongside rewarding career opportunities. Live Borders plays a vital role in supporting culture, sport, learning and wellbeing across the region's communities.

Predominantly rural and rich in history, the Borders is known for its strong local identity, traditions such as the Common Ridings and its sporting heritage as the birthplace of seven-a-side rugby in Melrose. The area offers exceptional opportunities for outdoor activity, with world-renowned mountain biking at Glentress, beautiful walking and cycling routes and access to the Berwickshire coast. A wide range of sports, leisure and cultural facilities are available throughout the region.

The Borders also has a vibrant cultural scene, with libraries, museums, galleries, festivals, theatres and community arts across its towns, alongside excellent cafés, restaurants and independent shops.

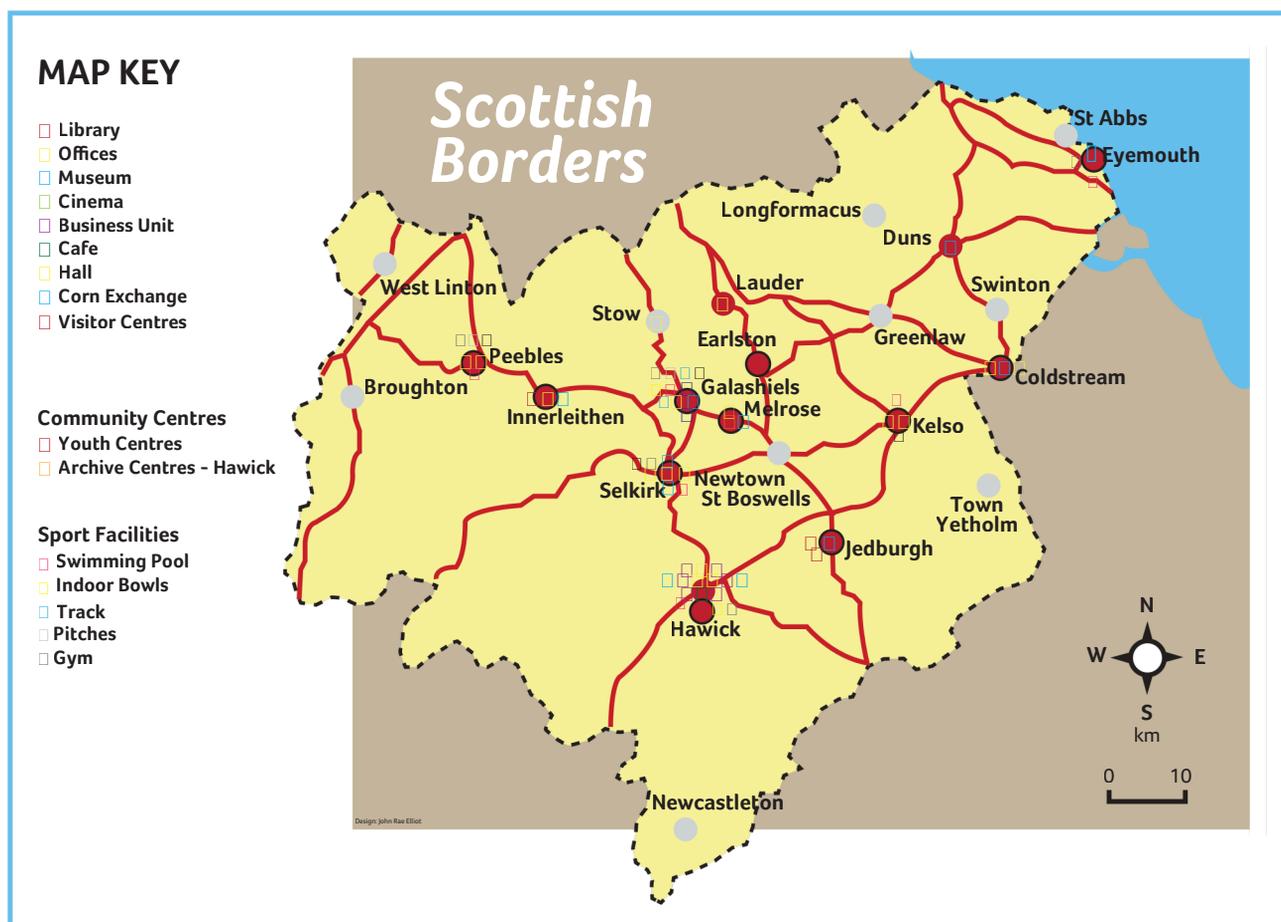
Despite its rural setting, the Scottish Borders is well connected. Edinburgh is around 30 miles away, with regular rail services via the Borders Railway taking around 50 minutes. There is also easy access to Glasgow, Newcastle and major airports.

The region offers strong education provision, with a network of primary and secondary schools across the region, and more affordable housing than many UK cities - making it an attractive option for individuals and families alike.

Working for Live Borders means being part of an organisation that makes a real difference to people's lives, while enjoying everything the Scottish Borders has to offer.



WORKING IN THE BORDERS





NEXT STEPS

If you would like more information or an informal chat about the role, please contact Catriona McAllister on cmcallister@liveborders.org.uk

If you would like to apply for this post, head to <https://liveborders.bamboohr.com/careers>

Hours: 37
Location: HQ, Newtown, St Boswells / Hybrid
Salary: Grade 12: £48,675 - £52,727
Closing Date: Monday 16th February 2026 at 12pm Noon

The selection process can include different forms of assessment along with a formal interview. You will be advised of this if your application is successful.

If you have a disability and need assistance in completing your application form, please contact our People team recruitment@liveborders.org.uk to discuss your needs.

We look forward to receiving your completed application.