



**National Centre for Music**

**Recruitment Pack**

**Director of Brand & Audience Development**

## Key Information

<b>JOB TITLE</b>	Director of Brand & Audience Development
<b>CONTRACT</b>	Permanent
<b>SALARY</b>	£60-£65,000 pro rata at 0.6 FTE (= £36-39,000)
<b>HOURS</b>	0.6 FTE
<b>LOCATION</b>	Hybrid (at least 1 day/week in offices in central Edinburgh)
<b>REPORTS TO</b>	Chief Executive & Creative Director
<b>START DATE</b>	As soon as possible
<b>BENEFITS</b>	Auto-enrolment pension 31 days annual leave inclusive of public holidays pro rata (=17 days)

## SUMMARY

The National Centre for Music (NCM) is a new organisation which will take up home within and operate the iconic old Royal High School at the foot of Edinburgh's Calton Hill. Offering new mid-scale performance and rehearsal spaces, practice rooms, a recording studio, co-working and creative office space, events and conferencing facilities, a cafe and bar, and two acres of flower-filled landscaped gardens - the first public city centre gardens to be opened in Edinburgh in 200 years – the centre will become an iconic destination and a place where Scotland's musical history is made.

The site is currently managed by the Royal High School Preservation Trust (RHSPT), who are leading a £47m construction project to reawaken this significant Scottish heritage site. When the capital project is completed, the National Centre for Music will become the tenant, (with operations expected to start in 2028).



Our goal is to build a global brand that puts the NCM on the map as an organisation that nurtures and celebrates all of Scotland's musical ecosystem. We will provide opportunities and pathways for people to participate in, perform or simply soak up and enjoy music making of all genres. We will be showcasing Scotland's musical heritage and supporting the creation of new music that will inspire people for centuries to come. We want to be the meeting point that connects Scotland's musical communities and shares them with the world. Partnerships will be a core part of our journey and we will work closely and regularly with a range of partners – commercial and artistic; promoters and performers; local, national and international – and we need to build a brand that will support and resonate with a very diverse span of creators and audiences alike.

We are seeking a Director of Brand & Audience Development to lead the way in bringing this vision to life - shaping the brand, growing our audiences and inspiring the musicians of the future. The successful candidate will be fundamental in establishing our voice, profile and reputation, and in ensuring diverse audiences connect with what we do. You will work closely with music sector partners, as well as positioning NCM as an iconic destination for tourists, locals and events bookers. Our offer is multi-faceted and we're particularly excited about the wellbeing potential of putting a hive of performing arts activity within a green space.

This is a fantastic opportunity for someone looking for a new challenge in a hands-on role. The role is advertised at 0.6 FTE but, as our project timeline and strategy develop, so will the job. Initially focussed on brand launch, the position will evolve to cover market positioning, and audience development strategies as the NCM prepares to open its doors. Initial brand development including audience research, naming, and creative brief is underway, with Leith-based agency StudioLR, but the successful candidate will own major strategic and creative decisions, including rollout, campaigns, content strategy, and digital execution. Your creative leadership will generate innovative ways to grow our brand, reach new audiences and cement NCM's position in the global music ecosystem.

This pack outlines in more detail what we anticipate this role will involve, and what we think would ensure a candidate would be able to flourish in this role, but we also appreciate there will be things we haven't thought of that you will bring to the role to make it your own.

Taking on this role at this moment will see you become part of the founding story of a new major player in Scotland's music scene and telling the story.

We recognise there are risks that come with a young organisation and we want to reassure candidates that we have secure finances, an experienced Board of Trustees, and appropriate HR, financial and governance structures and policies in place.

If you would like to speak to our Chief Executive & Creative Director prior to application, please get in touch.

### ***Some behind-the-scenes information:***

- You will have noticed that we don't have a website yet. Initial development is underway but this role will oversee the development and the effective implementation of our newly created brand, from establishing a compelling tone of voice across all our communications to ensuring we build a great digital home.
- We're currently based in an office on George Street but, in the future, our home and offices will of course be in the iconic former Royal High School building.

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## ABOUT the NATIONAL CENTRE FOR MUSIC

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### VISION

Reawakening a spectacular Scottish heritage site, the National Centre for Music will become an energising force in Scotland's music sector, and an iconic cultural destination. Through our programmes and partnerships, Scotland's musical communities will come together, music will change peoples' lives, and Scotland will stay firmly at the forefront of global musical boldness.

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### MISSION

To create a nurturing and inspiring environment where Scottish musical history is made.

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### VALUES

#### **Every sound counts**

The explosion of different types of musical approaches, genres and passions that exist here every day is what makes us special.

#### **Curiosity fuels our creativity**

Our quest to celebrate the richness of music making in Scotland will never be exhausted – we know there is always more to discover, and we take that challenge seriously.

#### **Join the dots**

We are an active connector - bringing different musical perspectives and knowledge together in respectful exchange for everyone's benefit.

#### **Warm and welcoming**

We may look grand on the outside, but as soon as you enter, you feel at home. Our spaces all have an uplifting atmosphere, and our friendly team ensure everyone can access, enjoy and participate fully in what we have to offer.

#### **Building for the future**

We are creating an organisation that will play a significant role in Scotland's cultural trajectory. People will start to rely on us, so we prioritise long-term resilience and put sustainability (in all its meanings) at the heart of our thinking, to ensure we become an organisation fit for the future.



## RESPONSIBILITIES

As a new organisation, we anticipate that this role will evolve in response to the successful candidate's particular strengths and skills. We also anticipate the role will have significant scope for development, particularly as the organisation ramps up to opening, supported by recruitment of a growing team. However, at this stage, the key priorities will be:

### Brand Development & Implementation

- Working with our existing leadership team and our brand agency to refine and implement NCM's emerging brand across all media and platforms, and to embed our brand values, tone of voice and visual identity into everything we do
- Working closely with other Directors (Partnerships / Development) to ensure maximum brand resonance with our supporters and collaborators, as well as strategies to grow the brand via partnerships and sponsorships
- Developing a digital strategy and working closely with our branding agency to develop and launch our full website and digital presence
- Launching our social media channels, and developing, commissioning and delivering a content plan that builds NCM's identity and appeal to a diverse audience base
- Preparing a full launch of the NCM brand, developing key messages and intriguing campaigns to engage key audiences and stakeholders
- Developing partnerships to increase NCM's profile in local, national and international markets, in close collaboration with the Director of Partnerships/Development



## **Audience Development**

- Creating NCM's Audience Development Plan to ensure we maximise the potential of our multi-faceted offer, and communicate effectively to each potential visitor
- Planning activities and opportunities (e.g. focus groups, surveys, events) to ensure diverse audiences' voices contribute to the ongoing development of our brand, offer and communications
- Collaborating with NCM partners to connect their audiences with NCM's overall offer
- With colleagues, scoping and planning appropriate box office and ticketing systems to support meaningful audience development, which maximises long-term engagement and repeat visits
- Building our CRM systems and mailing lists, following GDPR best practice

## **Marketing & Communications**

- Develop and deliver an organisation-wide pre-opening marketing strategy that drives awareness, attendance, participation and income, including supporting the launch of NCM as an iconic cultural destination, putting it on the map with audiences, participants, events bookers, performing artists, tourists, and locals.
- Planning and overseeing regular digital content for existing stakeholders
- Ensuring any brand assets, copy, digital content, communications and marketing meet best practice standards for accessibility

## **Other**

- Managing delegated budgets effectively, ensuring resources are allocated for maximum impact and value
- Contributing to the overall development of the National Centre for Music, with an 'audience-first' lens
- Working with other senior team members to develop the team and resources long-term

In the pre-opening years, while this is a senior role, there will be quite a lot of 'doing' as well as planning, as you will be part of a small core team establishing this organisation. Looking ahead, you will be part of a senior management team, helping to build the organisation to around 18 FTE roles organisation-wide. As mentioned above, your skills, experience and passion will be a contributing factor in how this role might develop longer-term.

## PERSON SPECIFICATION

We appreciate that everyone's career journey is different. We are not setting a specific number of years' experience, and we do not require specific formal qualifications. This is a senior role, so we need to see evidence of leadership and strategic thinking, as well as key practical skills and an ability to manage competing priorities in what will be a complex period of organisational expansion. Ultimately, we are looking for someone who can demonstrate the following capabilities and a passion for the possibilities this role represents.

### Skills and Experience required for this role

- Evidence of leadership in brand development and of bringing an organisation with you in this process
- A strong pedigree in branding and demonstrated expertise in delivering physical and digital experiences
- Evidence of delivering compelling campaigns across multiple channels – both b2c and b2b
- Demonstrable success in audience growth and engagement, and in developing audience engagement strategies that bring audiences' voices into planning
- Knowledge of performing arts brands and live events marketing (experience of brand and marketing in a venue context would be an advantage)
- Excellent communication, interpersonal and writing skills and the ability to communicate effectively with a diverse range of audiences – and supporting colleagues to embody the organisation's tone of voice
- Strong understanding of accessibility, inclusion and diversity and how this is embodied in marketing practices
- An understanding of key relevant regulations, policy and industry best practice – across areas such as GDPR, Privacy, and Accessibility
- A high degree of digital literacy, with particular skills in social media channel management, CRM systems, box office systems, and website CMS

### The characteristics of someone we think would flourish in this role

- A leader who can inspire people to think differently, and bring people with you when you forge a new path
- A passion for music, its importance and its vitality, is a must. Getting people excited about this will be a daily focus, so an ability to communicate this with rigour and vigour is important.
- Someone with a strong visual eye and flair with words / copywriting – you will be shaping our public identity so knowing how to shape a compelling story and share clear information is vital
- An individual who is comfortable with data-driven decision making and can find clarity in complex propositions – and sniff out a good opportunity for growth!
- Someone who seeks out different perspectives in order to understand and respond to varied motivations
- A good leader and team builder
- Someone who is organised with excellent time management skills and an ability to balance long-term planning with short-term deadlines
- A diplomatic, friendly person who can engage well with and empower a wide range of stakeholders, from all walks of life

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## HOW TO APPLY

Please email [hello@ncmscotland.org.uk](mailto:hello@ncmscotland.org.uk) with Director of Brand & Audience Development as your subject header, attaching:

- a copy of your CV (this will not be reviewed unless we shortlist you)
- a covering letter of not more than two A4 pages (or a short video or audio recording of not more than 7 minutes in length), which responds to the following three prompts, as well as giving us any other relevant information as to your suitability for the role:
  - Please give us an example of a brand campaign you have worked on that resonated particularly well with its audience. Explain who that audience was and why your approach connected with them.
  - Please give us a sense of what market opportunities you think NCM could answer locally, nationally and internationally.
  - Please tell us one thing that you would love to achieve in this role.
- If you have a brand book or portfolio we'd love to see it!

You do not have to give individual answers to each of these points if you would rather weave them through your letter. These are just to give a guide as to what we want to understand about your approach, experience and passion.

Please also complete this monitoring form (this will not be shared with panellists, and will be stored separately and anonymously). This helps us to track who we are reaching through our recruitment, and will inform changes in our practice to increase the accessibility of our opportunities.

CVs and Covering Letters will be anonymised before initial review by the shortlisting panel. As indicated above, if you do not feel comfortable sharing a written submission, we are also happy to accept video or audio recordings of a covering statement. If you choose to submit a recording, the shortlisting panel will hear your voice (and, if you submit a video, know what you look like) but will not have access to your name or personal details.

First interviews will take place in March and can be done online or in person.

CLOSING DATE for applications 12 noon on Friday 27 February

For an informal conversation in advance of applying, or to ask any questions, please contact [jenny@rhspt.org](mailto:jenny@rhspt.org)

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## EQUAL OPPORTUNITIES

We are committed to ensuring everyone has access to the same resources and opportunities in applying for this role. If you have any access requirements, or we can do anything to help you feel more supported in your application, please do not hesitate to contact us and we will make any reasonable adjustments we can.

To give everyone the best chance of demonstrating their suitability for the role, we will share the core interview questions a few days in advance of first interviews.

