Head of Marketing, Communications and Policy
Job Description and Person Specification

Job Title: Head of Marketing, Communications and Policy
Team: Marketing, Communications and Policy
Location/Region: Hybrid with some travel in England and Scotland.
Contract: Permanent
Hours: 37.5 per week
Grade: SM11 - SM14
Starting Salary: £48,925 per annum

Manager: Development Director
Line Management Responsibility: Senior Marketing and Communications Officer, Marketing and Communications Officer, Senior Policy and Public Affairs Officer
Leadership membership: Senior Management Team

Job Description

About the role

The Head of Marketing, Communications and Policy will bring creativity, strategic insight and marketing and communications expertise, alongside the judgement to oversee specialist policy work, to help more young people experience the power of mentoring. Leading a team of three across Scotland and England, the postholder will attract volunteer mentors, strengthen partner and donor support, and influence decisions that expand young people's opportunities.

The role combines strategic leadership with practical delivery, requiring expert social media skills and the ability to work across the full marketing and communications mix. A collaborative and adaptable leader, the postholder will develop the team, strengthen ways of working and contribute directly to delivery where their expertise or team capacity requires it. As a member of the Senior Management Team (SMT), they will align communications and public affairs with MCR Pathways' *Bridge the Gap* strategy and Growth Plan, working closely with Heads of Region and Heads of Directorates.

Strategic leadership and internal alignment

- **Strategy and planning:** Lead and refresh MCR Pathways' integrated marketing, communications and policy strategy in line with the *Bridge the*

Gap strategy and Growth Plan, translating it into an accessible annual calendar with clear audience priorities, budgets and measures of success.
- **SMT and cross-organisational leadership:** Contribute to the SMT, collaborating with Heads of Region and Heads of Directorates to align national plans with regional needs, advise on opportunities and risks, and build shared ownership of communications.
- **Internal coordination and partnership communications:** Maintain clear briefing, prioritisation and approval processes, ensuring colleagues understand what support is available and how requests are managed. Coordinate communications with external partners, agreeing shared messages, responsibilities and approvals.

Marketing, brand and digital engagement

- **Campaigns and practical delivery:** Lead and prioritise campaigns across web, email, social media, reports and donor materials, allocating work according to team expertise and capacity. Personally write, edit and produce content alongside colleagues, balancing practical delivery with team development and strategic priorities.
- **Social media expertise:** Lead social media strategy and model excellent delivery, bringing expert knowledge of platform audiences, content formats, community engagement and paid and organic campaigns. Use analytics to improve campaign effectiveness and attract suitable mentor applicants in the regions where they are needed.
- **Brand stewardship:** Lead MCR Pathways' visual identity, messaging and tone of voice, championing our brand and Language and Media Guides through practical templates and guidance that empower colleagues to create consistent content.
- **Digital communications and mentor recruitment:** Oversee website and email communications, ensuring accessible content and clear audience journeys. Work with regional and mentor recruitment colleagues to attract suitable applicants in line with regional demand and improve communications throughout the recruitment journey. Use audience insight and shared measures of application quality, progression and conversion to evaluate campaigns and guide future investment.

Policy, public affairs and external influence

- **Scotland and England Framework:** Provide strategic oversight of policy and public affairs across Scotland and England, ensuring alignment with organisational priorities and each nation's policy environment.
- **Policy priorities and delivery**: Agree priorities and outcomes with the Senior Policy and Public Affairs Officer, supporting their specialist judgement and holding them accountable for delivery.

- **Young People's Perspective and Evidence:** Ensure policy and public affairs activity draws on young people's perspectives and programme evidence, and informs wider communications and organisational decisions.
- **Executive Team Guidance**: Provide senior guidance and quality assurance, supporting the CEO and Executive Team's engagement where required.

Media, reputation and ethical storytelling

- **Media relations and regional support:** Build constructive media relationships, prepare colleagues for interviews and speaking opportunities, and coach regional teams to identify and pitch local and national stories.
- **Reputation and crisis management:** Maintain crisis communications and reputational risk protocols, advising senior leaders and drafting timely responses within agreed escalation processes.
- **Young people and ethical storytelling:** Ensure young people's voices and experiences, including through the Young Person Advisory Board, shape policy, practice and communications. Oversee ethical storytelling standards and media guidance that uphold informed consent, dignity and choice, using trauma-informed, strength-based approaches.

People leadership and resources

- **Team leadership:** Lead, line manage and develop the three-person team, comprising the Senior Policy and Public Affairs Officer, Senior Marketing and Communications Officer, and Marketing and Communications Officer. Allocate workloads, set clear expectations, model best practice, conduct regular individual meetings and appraisals, and empower specialists to exercise their judgement.
- **Budgets and suppliers:** Manage departmental budgets and external suppliers, monitoring expenditure, delivery risks and value for money.
- **Values and safeguarding:** Model MCR Pathways' values of Respect, Communication, Trust and Growth, promoting inclusion and accessibility while upholding safeguarding, equality and information governance policies.

Person Specification

	Essential	Desirable
Experience	Proven track record in a senior marketing and communications role, designing and delivering integrated strategies that drive measurable growth, engagement or action. **Team and resource management:** Experience of line managing, coaching and developing a multidisciplinary team, balancing competing priorities and managing budgets and external suppliers. **Campaigns and practical delivery:** Proven experience of delivering effective campaigns across web, email, social media and print, with practical skills in content creation, copywriting, editing and using analytics to improve results. **Social media expertise:** Demonstrable expertise in planning, delivering and	Experience of improving volunteer recruitment campaigns and applicant progression in response to local demand, or delivering supporter journeys or fundraising communications. Proven experience of developing joint campaigns and communications with external partners, aligning messages, responsibilities and approvals to achieve shared objectives. Experience of working across both Scottish and English education, policy or charity contexts. Experience of collaborating with young people or groups drawing on personal experience to shape campaigns and messaging. Experience of overseeing policy, public affairs or stakeholder engagement, particularly in education or the charity sector.

	evaluating paid and organic social media campaigns, including audience targeting, content creation, platform management, community engagement and advertising budget management. **Specialist oversight and judgement:** Experience of leading specialist colleagues, agreeing priorities, constructively challenging recommendations and assuring the quality of work beyond their own technical expertise. **Reputation management:** Experience of managing reputational risk and crisis communications.	
Knowledge and Understanding	**Political and policy awareness:** Understanding of how education policy and public decisions affect MCR Pathways' work across Scotland and England, with the ability to draw on specialist advice and develop knowledge of each nation's policy environment. **Ethical and trauma-informed communications**: Clear understanding of trauma-informed, strength-based storytelling, informed consent, data protection and safeguarding when sharing young people's and volunteers' experiences.	Understanding of the barriers facing care-experienced young people and young people experiencing disadvantage in education and transitions into adulthood.

	Brand and accessibility: Strong working knowledge of brand stewardship, consistent messaging and accessible communications. **Digital communications and measurement:** Expert understanding of paid and organic social media, audience behaviour and platform differences, alongside knowledge of digital journeys and evaluating campaign performance against organisational outcomes.	
Skills and Abilities	**Strategic leadership and practical delivery:** Able to balance strategic direction, team development and practical delivery, contributing confidently across the marketing and communications mix while maintaining clear priorities and manageable workloads. **Exceptional communication**: Outstanding writing, editing and presentation skills, translating complex programme evidence into clear, compelling messages for varied audiences. **Influencing and collaboration**: Able to build productive relationships across regional and central teams and with agencies, suppliers and partners, align priorities, coach colleagues	

	and represent MCR Pathways effectively externally. **Planning and prioritisation**: Highly organised, translating strategy into practical workflows, balancing competing demands and making sound decisions under pressure. **Leadership approach:** Collaborative, approachable and adaptable, sharing responsibility and credit, welcoming constructive challenge and supporting colleagues at every level.	
Values and Role Requirements	**Values alignment:** Demonstrable commitment to MCR Pathways' values of Respect, Communication, Trust and Growth, embedding inclusion and accessibility in all communications. **Young people's influence:** Commitment to ensuring young people's voices and experiences shape policy, practice and communications. **Safeguarding:** Commitment to safeguarding and promoting the welfare of children and young people. Appointment is subject to satisfactory safeguarding checks, including PVG scheme membership or a DBS check as appropriate.	

	Flexibility: Willingness and ability to travel across Scotland and England as required for team collaboration, regional visits and external engagement.	
Qualifications		Relevant professional development or qualifications in marketing, communications, public relations or public affairs. Equivalent practical experience is equally valued.