



Recruitment Pack

Chief Executive Officer
December 2023

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Thank you for your interest in the opportunity to lead MCR Pathways as our new Chief Executive Officer. You will find all the information you need in this recruitment pack to complete your application.



About MCR Pathways

MCR Pathways was founded in 2007 to address the gap in life-chances and educational outcomes, between care-experienced young people and their peers. The MCR charity was established to support young people who have experienced disadvantage and help them realise their full potential through education. We do this through our school-based mentoring programme - matching young people with a fully-trained volunteer mentor.

Our journey began in St Andrew's Secondary school, the East End of Glasgow, where we developed the programme over 5 years. The evidence that MCR mentoring made a huge difference to young people's confidence and engagement with school was overwhelming. The programme is now operating in multiple local authorities nationwide.

"I feel it's good to support young people in our community, give back. I always leave my meetings feeling good. Even if we haven't done anything big that day, I have been there to listen & that is a support for them"

MCR Pathways Mentor



Our Vision

Our aim is to help young people unlock their potential, no matter their circumstances. Working together with our inspiring mentor community and partners, we can help young people to realise their skills and progress onto a positive destination. Our vision is for all young people to experience equality of education outcomes, career opportunities and life chances.

"I was all over the place. Before I didn't even know if I'd go to 6th year, I didn't know what I wanted to do to be honest. Having these regular meetings just really helped me formulate a plan & see what was out there for me and what I wanted to do."

Young person



Our Values

Respect

We are inclusive. We value and celebrate diversity.

Person-Centred

We celebrate the unique qualities that each individual brings to our organisation

Integrity

We are honest and transparent in all our actions and decisions

Communication

Our focus on the power of positive relationships is reflected in all our communication

Chief Executive Officer

Location: Main office base Glasgow, with travel across Scotland and to the Southeast of England as required.

Job type: Full-time

Salary: Competitive

Reports to: Board of Trustees

Line Management: Senior Leadership Team

Purpose of the role

The role of Chief Executive Officer provides the opportunity to lead an organisation making a transformational difference to our most disadvantaged but deserving young people. Reporting to the Board of Trustees, the CEO will lead and guide the organisation in its mission to achieve equality of outcomes, job choices and life chances for care-experienced, vulnerable and otherwise disadvantaged young people relative to their peers.

This role requires a visionary leader who can integrate a deep understanding of the educational and care systems in Scotland and England with effective strategic planning, business acumen, financial management, and organisational leadership.

Key responsibilities

1. Strategic leadership and governance

- Lead the organisation to design and implement effective strategies to deliver on the targets and quality standards required across all three of MCR's overarching priorities being mentor recruitment and retention; young people engagement, progression and MCR outcomes; and continuously improving on the impact across all stakeholders.
- Work closely with the Board, executive and key stakeholders to shape and set the organisation's strategy.
- Hold the highest standards of professional excellence; ensure good governance practices, including compliance, risk management, legislative, policy and best practice adherence.

Key responsibilities Continued

2. Performance and financial management

- Drive high performance within the organisation, ensuring all national and regional KPIs are monitored and achieved.
- Maintain robust financial management, budgeting, and forecasting.
- Ensure effective deployment of resources. Monitor deliverables, providing effective oversight and ensuring the achievement of strategic objectives.

3. Organisational leadership

- Maintain a culture of high performance, collaboration, and equality that unlocks potential and is transformative in impact.
- Lead a diverse, inclusive, modern, and motivated workforce, maintaining cohesion and inspiration.
- Coach and mentor the executive team. Foster our culture of innovation, empowerment and excellence.

4. Stakeholder engagement and partnership

- Act as key ambassador and external spokesperson for the organisation
- Provide the leadership to build effective and lasting relationships with key stakeholders and form productive partnerships that support MCR's 3 overarching priorities and long-term sustainability goals specifically for mentor recruitment and long-term funding.

5. Fundraising and organisational growth

- Lead major investor, philanthropic and corporate fundraising relationships. Maintain strong relationships with current donors and work with colleagues to seek out new investment.
- Oversee the growth and expansion of the organisation, including launching in new regions and deepening impact in established areas.

6. Digital, marketing, and communications

- Oversee the development and implementation of successful digital, marketing, and communications strategies to promote the organisation's mission, recruit and engage volunteer mentors, grow the programme, communicate impact and comment on policy.
- Ensure effective implementation of national and regional strategies that provide external stakeholders with impact information and other key communications.
- Oversee effective use of strategic feedback loops, both internally and externally, to continuously evolve and improve communication across, within and outside of the organisation.

Person Specification

Qualifications

- A relevant degree or equivalent experience
- Post-graduate qualification or professional registration (desirable).

Knowledge and experience

- A successful track record as Executive Director or equivalent, including demonstrable and practical experience of working with a Board.
- The recruitment and retention of volunteers at scale (mentors in MCR's case)
- Understanding how to run a countrywide group of teams and all the management skills and efficiencies required to get the best from them.
- A successful track record of achievement as CEO (desirable).
- Strong track record of delivering high performance with good financial management and performance management experience.
- Organisational leadership and delivery experience that enables you to set the agenda, monitor deliverables and provide effective oversight.
- Experience of inspiring and maintaining a diverse, inclusive, modern, motivated and cohesive workforce.
- Experience of compliance and risk management.
- A strong track record of collaboration and partnership work.
- Experience working with a diverse range of key stakeholders, such as policy makers, government, local authorities, Headteachers, universities, NGOs, corporate and philanthropic investors (desirable).
- Deep understanding of organisational culture and leading organisations in a way that fosters high performance, collaboration, equality; unlocks potential; and is transformative in impact.
- Knowledge and experience of what constitutes good governance (such as compliance, risk management, and GDPR).
- A strong understanding of the role of the Board and how it relates to the Executive.
- Comprehensive knowledge of either the Scottish or English Education sector.
- An understanding of the Scottish and English Care Systems and appreciation of the difficulties young people who are care-experienced, vulnerable, or disadvantaged in other ways may face.
- Strong financial management, budget and forecasting experience.
- Experience in philanthropic and corporate fundraising (desirable)
- Experience of growing an initiative or programme organisation, and launching in new regions (desirable)
- Understanding of successful digital, marketing and communications strategy.

Skills and abilities

- Excellent communication and engagement skills: the ability to develop rapport with a broad range of audiences; build strong relationships based on trust, shared values and common purpose.
- Adaptable, empowering leadership skills with the ability to develop and implement vision and strategic plans.
- Sharp strategic planning abilities, with the financial awareness and acumen to translate strategy into performance and to make relevant connections.
- Interpersonal, emotional literacy, and influencing skills that secure trust and confidence.
- Ability to manage complexity and competing demands; to pivot as needed, whilst remaining focused on longer-term strategic priorities.

Styles and behaviours

- Visionary leader with a commitment to data-driven excellence.
- Creative, adaptable, and resilient, with a strong commitment to innovation and forward-thinking.
- Approachable but leads with authority; uses emotional intelligence to help build connection and engender trust.
- Flexible and adaptable when leading and delivering change.
- Natural collaborator and alliance-builder, who is open minded, entrepreneurial and willing to question the status quo.

Additional requirements

- Willingness to travel as required for the role.
- Successful completion of background checks.

Application Process and Key Dates

Application

We trust that you have found the information in this recruitment pack both useful and informative.

To apply:

- Provide a copy of your up-to-date concise CV, including your current salary, (no more than two sides of A4). Please provide an explanation for any gaps in work.
- Provide a supporting statement (addressed to the Board of Trustees) of no more than two sides of A4, indicating why you are interested in the role and addressing how you meet the requirements of the Person Specification.
- Include in your submission the details of two referees (one of which must be from your current or most recent employer), neither of which we will approach without your consent.
- CV and supporting statement to be emailed to Lynne McKenzie-Juetten, People Director lynne.mckenzie-juetten@mcrpathways.org
- Please note, the role will be subject to a PVG check

Selection

Applicants will be selected for interview by matching the details given on their CV and supporting statement against the role description. We would therefore ask applicants to provide clear evidence to show how your experience, skills and knowledge match those requirements.

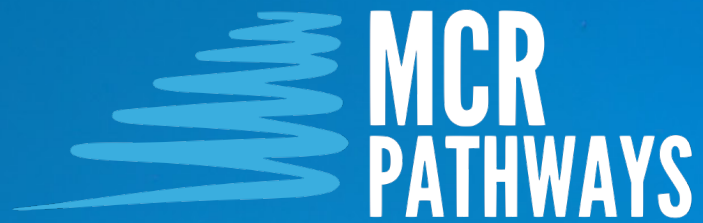
Key Dates

Provided below are the key dates to help you plan your diary:

Closing date: 8th January 2024 09:00

Stage 1 interviews and task (in person, Glasgow): 16th-17th January 2024

Stage 2 interviews and task (in person, Glasgow): 25th January 2024



MCR Pathways is a Scottish, school-based mentoring programme supporting those in or on the edges of the care-system to realise their full potential through education. Our vision is that every care-experienced and disadvantaged young person in Scotland gets the same education outcomes, career opportunities and life chances as every other young person. First established in Glasgow in 2007, MCR Pathways is growing nationally with support and commitment from both Local and National Government.