

Role Title	Head of Campaigns and Public Affairs
Competency Level	Principal Officer
Pay Scale	PO12
Purpose	
<p>This is a pivotal leadership role in our Communications and Campaigns service, responsible for overseeing the planning, development, delivery and evaluation of fully integrated, multi-channel communications and influencing campaigns to drive participation, raise awareness, influence public behaviour, and to realise a range of defined strategic objectives. The postholder will oversee end-to-end delivery, ensuring campaigns are delivered on time, within budget, and meet all performance KPIs.</p> <p>The role will also oversee, and be the driving force behind, Waltham forest's public affairs activities, influencing the national political agenda on significant areas of relevance and interest to the Council, representing the Council in meetings with officials and politicians, both locally and in Westminster, and working with senior colleagues in sector bodies such as LGA and London Councils. You will make sure that our public affairs activity is responsive to opportunity, effective, and grounded in the achievement of tangible results.</p> <p>You will involve people from multiple disciplines within the Directorate, across the wider Council, and the Borough as a whole, unlocking the full potential of people's technical skills and lived experiences, and fostering a culture of active participation and open dialogue. Together with your team you will develop innovative campaigns that resonate with our community and reflect the Council's values.</p> <p>You will work extensively with a wide range of internal stakeholders and be required to build exceptional senior level relationships. Key to securing the evolution in culture and working practice required to make your brief a success will be effective influencing and presentation skills, the ability to formulate compelling arguments and the sensitivity and nous to work collaboratively across directorates and services.</p> <p>You will be required to have excellent project management and communications skills, and experience of working with digital specialists, multimedia producers and designers to produce high quality, effective and impactful assets.</p> <p>You will develop a campaign infrastructure for the Council, including planning cycles, review and evaluation mechanisms, governance frameworks and tools such as campaign packs and guides, seeking to establish the means to promote consistency and best practice internally. You will also ensure that effective triage mechanisms guide the team's use of time and effort, making informed and sensitive calls on prioritisation whenever demands clash.</p> <p>The role needs to ensure quality and value for money at all times whilst providing guidance and improvements so the service complies with relevant legislation, regulations and policies.</p> <p>You will be required to strategically manage, develop, and organise a professional service area ensuring the delivery of the service meets all Council, professional and legislative requirements.</p>	

Generic Accountabilities	End Results/Outcomes
<p>Plan and ensure service delivery within a diverse environment. Control activities within the service area and ensure professional standards are delivered.</p>	<p>The service is delivered to the quality, Council, professional and legislative standards required.</p> <p>Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements.</p> <p>Corporate strategies are effectively implemented within area of responsibility.</p> <p>Service delivers excellent customer service.</p>
<p>Advise the Leader, Chief Exec, Senior Managers, Members and others on issues relevant to the service area. Provide professional challenge and advice to colleagues, managers and partner organisations.</p>	<p>Expert professional advice, interpretation, information, support and challenge are provided to Waltham Forest and external parties on the full range of operational, legislative and strategic issues within the field of expertise.</p> <p>Responses to major corporate or partner initiatives / complex operational issues are managed effectively.</p> <p>Major issues are managed through to a satisfactory conclusion with final decisions being made by Head of Service/Senior Management.</p> <p>Feedback and complaints procedures are developed and managed. Complaints are effectively resolved.</p>
<p>Ensure the development and delivery of continuous improvements in all aspects of the service.</p>	<p>Improvements are developed and delivered effectively.</p> <p>Stakeholder requirements are met.</p>
<p>Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.</p>	<p>Instrumental in ensuring a workforce development strategy is designed and delivered, including induction of new staff.</p> <p>The team is highly competent, effective, motivated and outcomes focussed.</p> <p>Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales.</p> <p>Effective team meetings take place to required timescales.</p> <p>Regular supervision is undertaken, and clear objectives set and monitored through the Council's Appraisal process.</p>

	<p>Agreed priorities and performance targets are monitored and met with action taken to resolve unsatisfactory attainment in both staff and campaigns.</p>
<p>Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives.</p>	<p>Resources including equipment, people, and systems are utilised optimally and efficiently.</p> <p>Budgets are planned, developed and delivered. Value for money is maximised.</p> <p>Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.</p>
<p>Prepare and present a full range of reports (both standard and non-standard) covering area of responsibility.</p>	<p>Reports are prepared, distributed / presented to the appropriate committee/ to the required standards and timescales.</p> <p>Evidence based recommendations are made.</p>
<p>Ensure the successful implementation of health and safety legislation, policies and practices.</p>	<p>Risks to staff and others are assessed and managed.</p> <p>Suitable health and safety instruction and training are provided.</p> <p>There is a safe working environment.</p>
<p>Act in accordance with all policies and procedures which apply to the job and understand the reasons for this.</p>	<p>All policies and procedures are complied with.</p>

Job-specific Accountabilities	End Results/Outcomes
<p>Overseeing and managing the prioritisation, planning and execution of campaigns for the Council to promote initiatives and services, and to influence public opinion and policy, ensuring they are of the highest quality, align with corporate priorities and help to maintain and enhance corporate brand and reputation</p>	<p>Delivery of high-impact campaigns resulting in measurable changes in public awareness, sentiment, or behaviour (e.g., increased recycling rates, public health uptake, community participation).</p> <p>Campaigns delivered on time and within budget, with documented reach (e.g., media coverage, digital impressions, event attendance).</p> <p>Increased public support and understanding of council initiatives, supported by survey data or engagement analytics.</p>
<p>To deputise for the Director of Communication and Campaigns and support them in delivering an overall communication strategy and associated frameworks.</p>	<p>Works with the Director to develop a comprehensive communications strategy and concomitant performance framework, based on key corporate and emerging priorities with clear, measurable outcomes.</p> <p>As with above, allocates account management portfolios to members of the team.</p> <p>Represent the Team and the Council in key decision-making forums as required.</p> <p>Contribute to the development of governance and risk mitigation frameworks and plans.</p> <p>Provide expert communications advice to senior managers, Council leadership and partners on the optimum communications approach to achieve council and shared outcomes.</p> <p>Make key and complex decisions that have relevance across the Council and the wider Borough using knowledge, initiative and tact.</p>
<p>Lead the development and implementation of public affairs strategies that align with the Council's overall objectives.</p>	<p>Increased positive engagement with key stakeholders (e.g., MPs, community leaders, sector partners), evidenced by improved stakeholder feedback and collaboration on policy issues.</p> <p>Clear alignment between public affairs activity and council priorities, demonstrated through regular reporting and evaluation against strategic objectives.</p>

	<p>Enhanced visibility and influence of the council at regional and national levels, leading to tangible policy impact or funding opportunities.</p>
<p>Lead on developing a strategy and regularly reviewed operational plan for integrated campaigns, engaging and securing buy in from senior colleagues.</p> <p>Ensure this plan is feasible to deliver given the available resources, working closely with the Head of Communications and Channel to allocate and coordinate resources, adapting campaigns (and potentially the plan itself) in response to changing events.</p>	<p>Efficient execution of events and campaigns with strong project management controls (e.g., timeline adherence, resource allocation, risk management).</p> <p>Providing a prioritisation and triage framework for avoidance of competing demands and internal competition for resources.</p> <p>Ensuring campaigns do not proliferate in number to the extent that they divide or confuse audiences, or to the point that they no longer hold their position as noteworthy exceptions to BAU, driving key changes.</p>
<p>Overseeing the operational aspects of campaigns, events, and public affairs activities, ensuring efficiency and effectiveness.</p> <p>Energise, motivate and support the team to identify opportunities and work with them to develop and build, campaigns that are meaningful and relevant to their target audiences, generate enthusiasm (internally and externally) and change hearts and minds</p>	<p>An engaged and creative campaigns team that provides ideas and creative solutions, grounded in full understanding of Council priorities and service strategies.</p> <p>Consistent delivery of high-quality materials, content and events, reflected in stakeholder satisfaction and calls to action that are engaged with.</p> <p>Continual improvement in operational delivery processes, evidenced by post-campaign evaluations and lessons learned feeding into future planning.</p>
<p>Oversee standard of campaigns plans and ensure that have clarity on any budgetary implications.</p>	<p>Promote use of standard communications plans identifying audiences, messages, channels and timing amongst team and across the Council.</p> <p>Be clear on any financial implications and ensure managed within available budget.</p> <p>Governance provided that defines what a campaign is and is not, and for individual campaigns defines purpose, positioning and relevance of content (potentially through documented guidance).</p>

<p>Develop high quality, insight led, approaches that deliver a step change in resident understanding, engagement and advocacy. Ensure each campaign has identified the goals, target audience, primary channels, key messages, and success metrics necessary to deliver its goal and that it carries a singular and coherent narrative framework utilising a range of engagement levers across an identified timeline.</p>	<p>All communications channels are used as appropriate including working with partners to leverage use of their channels and advocacy.</p> <p>Supervise the pilot of new communications approaches, where appropriate, to achieve best possible outcomes. Build on and learn from approaches of other similar organisations</p> <p>Advise senior stakeholders on the best use of available channels and potential impact.</p> <p>Consult data and insight to support choice of channels and develop strategy based on evidence.</p>
<p>To support, and on occasion manage, the Council's crisis management efforts and campaigns through effective communication and use of different channels</p>	<p>High quality, professional communication is maintained with key stakeholders throughout crisis period</p> <p>The reputation of the Council is maintained and well-represented.</p>
<p>Nature of Contacts</p>	
<p>Frequent contact with internal Senior Leaders, and senior representatives from external organisations in both the public and private sector, providing expert advice, guidance and support on complex issues.</p> <p>Manage relationships with key stakeholders and delivery partners including negotiation of complex political issues / contractual agreements / amendments.</p> <p>Develop and sustain professional communications contacts across local government and beyond to share and build expertise.</p> <p>High levels of tact, sensitivity and diplomacy is required with confidentiality maintained where necessary.</p>	
<p>Procedural Context</p>	
<p>Work within a policy framework and regulatory guidelines, applying knowledge of systems, procedures and best practice. Work to broad managerial direction, within a policy framework and regulatory guidelines, to ensure performance standards are met within a framework of policy and legislation.</p> <p>Control the deployment and allocation of service resources within overall corporate and legislative framework. Accountable for the performance of the service area against agreed objectives. Develop service plan for area of responsibility and contribute to term wider service planning. Professionally accountable for interventions within area of responsibility.</p> <p>Manage complex issues within a framework of policy and procedures. Creative and innovative problem solving of complex issues, often in situations where there is ambiguity and a significant degree of judgement is required in relation to risks outside the remit of</p>	

existing policy. Think and act strategically in decision making in a complex professional and political environment.

Development of policies and procedures and strategy for own area. Lead in partnership development, working with a range of agencies and extended services to meet strategic, legislative and Government policy requirements.

Occasionally the post will be expected to work from other locations.

Post holder will oversee operational decisions.

Post holder will report into Corporate Director of Communications.

Key Facts and Figures

Delegated responsibility for budgets.

Monitoring and controlling major financial transactions /information.

Effectively control significant budgets / resources.

Manage teams of staff.

Resourcing

Budget Responsibilities: Communication budgets.

Supervisory Responsibilities: a minimum of 3 direct reports

Knowledge, Skills and Experience

- Significant experience/knowledge of internal and external campaigns management, development and delivery
- Significant experience of developing and maintaining strategic narratives
- Ability to work in an agile fashion to respond to respond to internal or external crisis
- Experience of managing a team, providing guidance and support
- Experience of providing support and training to up skill and develop team
- Experience of leading high-profile campaigns that have support the delivery of key strategic objectives
- Direct experience of developing and delivering effective strategies in at least *three* of the following disciplines: digital communications or marketing, public affairs, media relations, behaviour change
- Experience/knowledge of different campaign approaches and methods
- Experience in evaluating and reviewing campaigns
- Experience of using insight and data to create communications plans.
- Experience of crisis management
- Experience in planning and delivery of communications strategies and activities
- Experience of providing direct advice and briefing to senior managers and/or elected members on media and reputation issues
- Experience of working across a wide range of communications projects including media, campaigns, marketing and events
- Experience of working in a highly pressured environment and delivering results to tight deadlines
- Experience and ability to manage a team to deliver high quality campaigns and projects
- Proven ability to find solutions to public relations problems and take necessary action
- A strong understanding and knowledge of national, regional, local and specialist press relevant to local government and Waltham Forest's communities

- An understanding of local government, the services provided by local councils, and the responsibilities a council has to its residents
- Excellent writing skills with a clear, concise and lively prose style, and the ability to write for a range of different audiences
- Excellent oral communications skills and the ability to maintain effective relationships at every level of an organisation
- Ability to translate complex information into a clear and approachable format for a wide range of audiences
- Excellent attention to detail, strong organisational skills and the ability to operate to tight deadlines in highly pressured environments

Indicative qualifications

Educated to degree level or equivalent standard

Professional qualification desirable but not essential.

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities that may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.