

Role Title	Corporate Director Communications and Campaigns
Group	Chief Executive
Pay Scale	CD2
Purpose	
<p>This is a pivotal role leading and shaping our approach to communication, engagement and strategy across the Council. As the lead officer, you will provide expert leadership and strategic advice to the Chief Executive, Leader and Council’s Leadership Team to achieve our priorities using communications to maintain and build our reputation, manage arising issues, engage and inform our staff, deliver operational excellence and enable behaviour change.</p> <p>You will provide leadership, vision and strategic direction to the Council’s Communications approach ensuring it is best in class, maximising opportunities afforded by technology, driven by insight and focused on behaviour change and delivering outcomes for residents. Engagement will be at the core of how we deliver communications in the Council. You will champion the voice of residents, using new ways to listen and work with them and to ensure that their views are fed into policy and operations. Under your leadership the team will continue to innovate and will use insight to make sure that we reach and hear from every resident putting equality and equity at the core of the team’s work.</p> <p>You will reinvigorate internal communications ensuring that there is a two-way dialogue with staff and there are genuine opportunities to feed into discussions and shape policies and changes that impact them.</p> <p>You will agree organisational priorities in discussion with Chief Executive and Leader and monitor progress with regular updates. To support this, you will implement a comprehensive influencing, stakeholder and communications strategy to ensure staff, partners and regional and national government are clear on our priorities and are effectively engaged to ensure the successful delivery of outcomes.</p> <p>You will provide strong leadership and direction to the Leadership Office, ensuring they are focused on the Leader and Chief Executive’s priorities, maintain strong governance, driving improvements in casework responses and supporting Councillors in their work.</p> <p>You will provide significant council wide strategic leadership and recommendations that bring change and contribute to driving culture of corporate response and lead priority corporate projects for the Chief Executive as required. Demonstrating strong financial grip, you will maximise opportunities to generate income through targeted marketing to promote commercial services.</p>	
Generic Accountabilities	End Results/ Outcomes
<p>Direct and lead a portfolio of services, ensuring the development of strategies, policies, targets and objectives that deliver Waltham Forest’s strategic, operational and financial requirements.</p>	<p>The portfolio of services delivers the required outcomes efficiently, effectively and within allocated budgets.</p> <p>Resident, service user and stakeholder satisfaction are maximised.</p> <p>Members, residents, service users and stakeholders input to the design, delivery and performance management of services.</p> <p>Performance is actively managed.</p>

	<p>Risk is actively managed and necessary continuity plans are in place.</p>
<p>Actively lead on the design and implementation of the Council's strategies and objectives as a member of the senior leadership team.</p>	<p>Have a deep, sophisticated understanding of issues relevant to the Council and the borough, and use this to make effective decisions.</p> <p>Develop strategic, long term plans based on a deep understanding of the political and strategic context of the Council.</p> <p>Changing priorities, regulation and external issues are anticipated and responded to through timely and appropriate processes.</p> <p>Service and business plans are developed, communicated and their delivery is monitored.</p>
<p>Work with Council Members, strategic directors, partners and stakeholders to identify and address issues impacting on Council Services, residents and service users</p>	<p>Visibly consider all parts of the Council when planning, communicating and making decisions. Provide a role model for whole Council thinking.</p> <p>Council policies and interests are upheld and promoted within Waltham Forest and in all external relationships</p> <p>Cross organisational working is prioritised as a key element of high performance.</p> <p>Work alongside other Heads of Service and Directors to form an integral part of the Strategy and Change Team.</p> <p>Seek opportunities to go beyond organisational boundaries and traditional ways of working, extending across all colleagues, services and partners to deliver the best outcomes for the borough.</p>
<p>Ensure change and innovation in service design and delivery is enabled and encouraged</p>	<p>A culture of continuous improvement is established and embedded throughout the organisation</p> <p>Opportunities for transformational change in the design, delivery and provision of services are identified and maximised</p> <p>Cope effectively with the pressures and challenges of stretching goals.</p>

	<p>Opportunities to work with partner organisations (and others) are captured leading to improvements and efficiencies with clear frameworks of accountability</p> <p>Conditions are created that enable people to perform and innovate.</p> <p>Projects and programmes have clear accountabilities and achieve their objectives</p>
<p>Role Specific Accountabilities</p>	
<p>Drive leadership of the provision of efficient and effective Communications, Public Affairs and reputation.</p>	<p>The Leader, Chief Executive, Management Board and Cabinet are provided with sound strategic advice on the best way to communicate with residents, key stakeholders and staff on the authority's priorities.</p> <p>Strong leadership taken to manage the Council's reputation including timely strategic advice provided on arising issues to effectively mitigate any impact.</p> <p>The Council is strategically and appropriately positioned at a national and regional level through its public affairs and lobbying approach.</p> <p>Oversee leadership of high performing, continually improving comms service delivering high quality, impactful comms based on insight, targeting and evaluation.</p> <p>The Council successfully campaigns with and on behalf of its residents using insight data, best practice in communications and focused on outcomes.</p> <p>Responsibility taken for key strategic measures of resident satisfaction.</p> <p>All relevant staff fully understand and engage with the vision, purpose and priorities of the Council.</p> <p>Member input, audience feedback, stakeholder input inform the design, development, delivery and performance management of the service.</p>
<p>Undertake the role of Leader's Convenor, leading cross-Council teams to develop strategy, policy and communication priorities and embed these across the organisation. Ensure that the outcomes realised via strategy, policy and communications priorities are appropriately evaluated</p>	<p>Political priorities are effectively translated into strategy and policy via collaborative working across the Council</p> <p>The whole Council, from the Strategic Leadership Team downwards, understand the Council's strategic priorities and their respective roles is taking these forward.</p> <p>Responsibility taken for effectively communication of priorities with staff partners and regional and national government and this engagement is leverage to galvanise outcomes.</p>

	<p>Quickly mobilise resources to set strategic direction and delivery of key leader priorities eg response to floods; refugee provision in hotels; policy for carers' permits.</p>
<p>Nurturing positive behaviour and individual action around climate change</p>	<p>Ensure the council uses a combination of communication behavioural interventions to encourage organisations and individuals to adopt positive behaviours to mitigate and adapt to climate change, with the aim of empowering residents and businesses so that they can all have an impact on reducing carbon emissions, in a way that is meaningful to them.</p> <p>Use communications to highlight exemplar Climate-related projects and initiatives as part of an overarching Climate Emergency narrative. Comms & behavioural interventions will demonstrate ways in which we can reduce our carbon footprint. Upskill staff with internal communications campaigns around carbon & the climate emergency to inform all staff as to how they can help make change.</p>
<p>Oversee leadership of high performing, integrated Leader's Office, Chief Executive's Office, Councillor Services and Exec support ensuring a relentless focus on quality and outcomes and supporting convening of the Leader's Programme</p>	<p>To lead corporately and advise the Chief Executive and Leader on all strategic, operational and reputational matters, significantly contributing to the leadership of the organisation</p> <p>Take forward the Leader's strategy and coordinate Leader's Office resources for priority areas based on manifesto commitments</p> <p>Integrate public affairs function into Leader's Office to develop and deliver influencing/lobbying strategy to support delivery</p> <p>Work with policy, strategy and insight functions to develop options with insight and evidence, informed by operational implications</p> <p>Translate Leader's priorities and programmes of work into communications objectives and deliverables</p>
<p>Work as part of a multi disciplinary team of expert Directors within the Deputy Chief Executive directorate leading the delivery of political and organisation priorities, creating opportunities for innovation and collaborative working in order to deliver value for money and efficiencies.</p>	<p>Provide a clear picture of the Council's strategic aims in the short and longer term across the council and its partners.</p> <p>Inspire staff, members and delivery partners to full engage with the Council's vision, strategy and purpose.</p> <p>New partnerships are built in order to ensure that all services are provided in a cost effective and flexible manner.</p> <p>The Council Leader, Members, Senior Management and residents express satisfaction with the service.</p>

<p>Manage key projects according to sound project management principles</p>	<p>Corporate campaigns that support the achievement of the authority's priorities at a national, regional and local level are created and well managed.</p> <p>Good programme and project management protocols are developed and adhered to.</p> <p>Appropriate project and financial planning and reporting are undertaken.</p>
<p>Manage external relationships; formally represent the Council; lead negotiation, partnership working and liaison with London wide and National agencies.</p>	<p>Resources are secured and promoted to realise the Council's ambitions.</p> <p>The Council is successful in delivering its priorities through work with the public and private sectors.</p>
<p>Nature of Contacts</p> <p>Members, the Leader, the Chief Executive, Strategic Directors, Heads of Service and equivalent levels in external bodies, private sector and partner organisations to advise, discuss, challenge and influence.</p> <p>Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.</p> <p>Manage complex political relationships. Manage relationships with key stakeholders and delivery partners including negotiation of complex political / strategic / commercial issues.</p> <p>Manage confidential, challenging and highly sensitive issues / situations, which involve significant negotiation, persuasion and influencing skills. Interaction with others and the ability to successfully influence and motivate are fundamental to the role.</p>	
<p>Procedural Context</p> <p>Reports to: Chief Executive</p> <p>Lead and control a council service. Member of the Directorate Leadership Group.</p> <p>Accountable for operational and strategic implementation of decisions and direction for the service and for project / programme management for cross cutting corporate and partnership initiatives.</p> <p>Accountable for the integration of a range of professional /operational areas which are critical to the success of the organisation and for performance and service delivery across the service.</p> <p>Breadth of vision and strategic and innovative problem solving involves thinking within a general framework of strategic direction in situations where there are often aspects which are ambiguous, intangible or unstructured. A significant degree of evaluative judgement is required in relation to risks and issues, with the ability to identify the potential impact of a wide range of changing and potentially conflicting internal and external factors. Conclusions and decisions seize opportunities and mitigate risks.</p>	

Direction setting, planning and prioritisation is over a number of years to ensure the service achieves its strategic goals, reviewing and adjusting to take account of the risks and opportunities presented by a changing political and regulatory environment.

Key Facts and Figures

Monitor and control the budget of a council service

Decisions will impact across own service, the wider Council and its partnerships.

Employees directly managed will be senior management teams, each responsible for significant resources and operational service delivery.

Direct Reports:

- Head of Leadership Office
- Head of Commercial Communications (tbc)
- Head of Strategic Comms

Resourcing

Budget Responsibilities:

- Service controllable c. £5.5 million
- Influence/ accountability for spend across council due to Convenor role and work with Leader and Chief Executive £2-4m eg Pride of Waltham Forest events

Competency Level: Chief Officer

Knowledge, Skills and Experience

- Significant senior strategic management experience, including translating political priorities into strategic objectives, longer term plans, specific outcomes in a complex public sector organisation.
- Significant senior experience in campaigning and communications with demonstrable evidence of setting and deliver strategies, based on insight and data, that deliver measurable outcomes.
- Significant experience of high profile campaign strategy development within a political context.
- Significant experience of using engagement and participation as integral part of communications approach with focus on best practice.
- Demonstrable political insight and ability to act as a political advisor to senior colleagues.
- Proven ability to manage a wide variety of activities across a range of professional areas of expertise and oversee the achievement of the organisation's strategic goals.
- Extensive and comprehensive knowledge and understanding of the national policy context, requirements and future direction for relevant service areas.
- Extensive experience of managing change effectively across a service area.
- Proven track record of accountability for significant budgets and ensuring the delivery of services within agreed resources.

- Significant experience of creating, leading and sustaining partnerships both internally and externally to achieve shared objectives.
- Significant experience of advising and successfully managing crises and reputational issues.
- Experience in persuading a wide range of stakeholders to work together, encouraging an organisational focus on the needs of the community.
- Authority and credibility to work effectively in a political environment and establish positive relationships with Members.
- Excellent interpersonal and communication and presentation skills, with proven ability to communicate effectively to a wide range of audiences
- Proven track record of operating strategically to identify, initiate and oversee corporate projects and policy development.
- Demonstrable experience in managing budgets and contracts with strong financial grip, focus on value for money and maximising income opportunities.

Indicative Qualifications

Educated to degree level or equivalent standard.

Post graduate qualification / Relevant professional qualification

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 which 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.