



THE ROYAL COLLEGE OF NURSING OF THE UNITED KINGDOM

JOB DESCRIPTION FORM

Job title: Head of Campaign Strategy

Department: Communications

Reports to: Associate Director of Communications

Key relationships:

- UK communications senior management team
- Senior managers across relevant RCN departments including policy and public affairs, marketing and business development, nursing, employment relations, member relations, organising and activism
- Country and regional communications, policy and public affairs colleagues
- Equivalent postholders in stakeholder organisations
- External agencies specialising in brand campaign design and development, public advertising, research and sentiment tracking.

Hours: 35 hours per week
(Required to work flexibly to meet the requirements of the job. Occasional travel within the UK with occasional overnight stays and extended days required to fulfil the duties of the post)

Grade: D

London Weighting: As applicable

Location: RCN HQ

JOB PURPOSE

This pivotal role provides strategic direction and oversight to RCN campaign activity across the full breadth of professional and trade union issues affecting our diverse membership. It works across departments to provide authoritative leadership to achieve the political and policy changes needed to ensure progress on the systemic problems impacting the nursing profession.

The post holder will understand and communicate the political landscape and external context and assess which strategy for winning change is most appropriate at which time. They will create and deliver a sophisticated long-term holistic campaign plan, segmented by target audience, to build political momentum, broaden our campaign alliances and grow our influential champions. They will themselves be a champion for campaigning within the organisation, ensuring we achieve a greater impact than the sum of our parts through effective and strategic campaigning across countries, regions, departments and functions.

KEY RESPONSIBILITIES

1. Management responsibilities

- 1.1 Direct the development and delivery of a new overarching RCN campaign brand, leading the strategic plan that underpins it, holding team members to account and maintaining financial responsibility for the multi-million-pound budget.
- 1.2 Line manage a team of strategic campaign specialists and matrix manage senior level input from wider departments, such as communications, policy, public affairs, organising and activism.
- 1.3 Lead organisation-wide campaign strategy, directing how this cascades into cross-department operational planning, objectives and activity.
- 1.4 Deputise for the Associate Director of Communications as appropriate.

2. Projects

- 2.1 Lead the creative development of a new overarching campaign brand aimed at changing public perceptions and building public support for nursing and nursing issues. Work in partnership with external agencies and staff to co-ordinate and plan activity that is impactful, measurable and a good use of RCN resources.
- 2.2 Lead the overarching strategic direction of all the RCN's campaigning activity, providing cohesion through a holistic vision and long-term advocacy plan to improve the wider systemic issues affecting nursing.
- 2.3 Provide hands-on authoritative guidance on specific areas of campaigning, leading the direction of activity on diverse issues such as securing fair nursing pay, safety-critical nurse-to-patient ratios and eradicating corridor care.
- 2.4 Develop a UK-wide theory of change to deliver campaign strategies, ensuring that individual programmes and projects are aligned with that change theory, seek to build effective alliances to win change, and have tangible impact and influence.

3. Financial responsibilities

- 3.1 Lead business planning, forecasting and bid writing for multi-million-pound, multi-year campaigns activity.
- 3.2 Manage and monitor the campaigns budget, providing forecasts and analysis when required.

4. Specific role responsibilities

- 4.1 Create and lead public engagement, member and stakeholder campaigning strategy to drive awareness and action on our post-election priorities for nursing.
- 4.2 Coordinate the planning and delivery of a new overarching campaign to carry our campaigning messages, including mapping milestones for national level public, stakeholder and member engagement.
- 4.3 Promote understanding of the campaign narrative and brand with internal and external stakeholders.
- 4.4 Set content strategy and oversee content delivery for campaign activity that successfully tells the brand's story, persuading, motivating and inspiring action among members and the public using varied content formats including video, graphic design, photography, and written content across email and online.
- 4.5 Facilitate strong team communication and coordination across policy, public affairs, nursing, employment relations, communications, organising and activism functions for effective delivery of campaigning priorities.
- 4.6 Provide operational leadership to cross-department collaboration on campaign strategy, providing clarity of vision across a broad range of professional and trade union issues, ensuring high level buy-in of internal stakeholders and effective collaboration for maximum impact.
- 4.7 Lead the organisation to utilise a range of campaigning approaches, educating and equipping colleagues with information and knowledge on effective methodologies, securing buy-in and participation to move outside the organisation's comfort zone and deliver against our campaigning priorities.
- 4.8 Work with our Activism Academy to develop organising strategies as they relate to campaigns and ensure we mobilise members, stakeholders and partners at key moments to create impact.
- 4.9 Lead cross-department planning of strategically important campaign moments to ensure strong influencing value and high-quality delivery.
- 4.10 Oversee a data-led monitoring and evaluation approach that enables strategic course-correction and learning to maximise impact.

- 4.11 Oversee and commission relevant research and its application to strategic campaign planning, working directly with external suppliers.
- 4.12 Direct the use of paid-for marketing and advertising, including digital and out of home, to achieve message penetration and measurable action on campaign priorities with precise targeting across interest-based, demographic and geographic categories.
- 4.13 Champion and provide campaigning thought-leadership to build the RCN's organisation-wide multi-issue advocacy approach.
- 4.14 Engage with strategically important country and department teams to drive forward advocacy impact, championing a more politically astute approach to influencing.
- 4.15 Work with the marketing team to identify and maximise campaign-related member recruitment opportunities, setting benchmarks, determining KPIs and monitoring impact.
- 4.16 Work with particular countries or departments where strategic support is required to have effective advocacy impact.
- 4.17 Embed a strong equity, diversity and inclusion lens to advocacy priority delivery, as part of addressing the needs of our diverse members.

5. Additional responsibilities

- 5.1 Treat colleagues, members, customers and others with respect in line with our values and Our Respect Charter.
- 5.2 Champion equality, diversity, inclusion and human rights and be responsible for contributing to achieving the commitments set out in the RCN Group Equality, diversity and inclusion statement.
- 5.3 Comply with the RCN Data Protection Policy, Retention Schedule and department procedures to ensure personal data is protected at all times.
- 5.4 Maximise all opportunities available to encourage member recruitment and promote the benefits of joining the RCN. Promote the RCN as the organisation that represents nurses and nursing, and that promotes excellent in practice and shapes health policies.
- 5.5 Undertake any other duties as requested in line with the job role.

Job description updated by:
Kimberley Scott, Associate Director of Communications
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