

## Role Title

Head of Communications (Pakistan) Ref # NAT/M/064/1819

## Role Information

Salary	Pay Band	Location	Duration	Reports to:
240,000/-	7/F	Flexible - can be based in Karachi/Lahore/Islamabad	Indefinite	Director Marketing

## Role Purpose

The purpose of this role is to oversee the development and execution of a communications strategy (internal & external) within the country. The Head of Communications will be responsible for internal and change communications; and external communications planning and delivery, including media, PR and stakeholder communications within the country. The efforts of the Head of Communications will reinforce our position as a cultural relations organisation with high quality products and services that positively change lives.

## About Us

The British Council is the UK's international organization for cultural relations and educational opportunities. We create friendly knowledge and understanding between the people of the UK and other countries. We do this by making a positive contribution to the UK and the countries we work with – changing lives by creating opportunities, building connections and engendering trust.

We work with over 100 countries across the world in the fields of arts and culture, English language, education and civil society. Last year we reached over 65 million people directly and 731 million people overall including online, broadcasts and publications. Founded in 1934, we are a UK charity governed by Royal Charter and a UK public body.

### The British Council in South Asia

South Asia, with a population of around 1.8 billion people, is one of the most diverse and dynamic parts of the world and is characterized by continuing economic growth. There is a strong demand for recognized education and English language skills, and an interest in exploring how creative, open and transparent societies can lead to greater prosperity.

We have operations in high-growth developing economies of India, Pakistan, Bangladesh, Sri Lanka, Nepal and Afghanistan. Our annual turnover across these markets is more than £175 million and our employee population is approximately 1800. Each of our country offices are led by a Country Director, and supported by shared functions for human resources, finance and marketing, which support all businesses.

In this dynamic and diverse region, and in the context of a changing government funding environment, our challenge is to maintain and develop the UK's cultural and educational relationships and influence. Central to this is our commitment to supporting links between South Asia and the UK, and the development of strong bilateral relationships for the UK with countries in South Asia. We do this by connecting people at the government, institutional, community and individual level.

We are funded through a mix of government grant and earned income, which enables us to scale our impact and best serve our UK stakeholders as well as those we engage with in-country. Our business model is to lead surplus generating business in English and our multi-million-pound Exams business and growing self-sustaining and partnership-driven programs in the Education, Society and Arts fields. We are increasingly focused on generating maximum impact with our audiences with minimum draw on UK government funds. The balance of programs, products and services we offer, and the scale of businesses we operate in each country, varies in response to the diverse markets across the region. Increasingly, we are working across countries and business areas to maximize impact and return on investment.

Priorities for our strategy in South Asia 2020:

- We will continue to focus on promoting English language because it is both a key enabler of cultural relations, and a source of opportunity for our customers and stakeholders. Given our leading position in this field, we will build English language capability across the region by supporting learners, teachers and governments through training, assessment and policy development.
- As part of our commitment to create educational opportunities between the UK and other countries, we will continue to internationalize the higher education sector in South Asia by supporting policy development and building joint programs and scientific research between the UK and the countries we work in the region. We will build the experience of individuals to work internationally by supporting two-way mobility of students, young people, academics, teaching professions and scientists in higher education. This includes our significant UK government-funded program for marketing of the UK as a study destination.
- By working with countries to grow and maintain open, prosperous, creative and inclusive societies we will contribute to global and regional prosperity, security and stability. We will create impact in the markets we work in South Asia through tailored programs in the creative, justice and enterprise sectors. Throughout our work we will engage with and provide better outcomes for women and girls and marginalized groups. By working together with countries on global social issues, we will continue to grow and nurture an open, prosperous, creative and inclusive dialogue between South Asia and the UK.
- To build creative opportunities between the UK and the countries of South Asia, we will develop the skills and international experience of those working in the creative sector. We will continue to support the creative sectors of the UK and the countries we work in to work together, and we will share the best of the UK's creativity in the region.

The British Council has been working with the people, institutions and Governments of Pakistan for over 70 years. Today we are active in more than 30 cities across the country and have reopened our libraries in Lahore and Karachi. This means we connect more than 5 million people a year to the UK's expertise and ideas in education and culture, with our digital library walls available across the country. With more than two million young people entering the job market each year in Pakistan, there is a critical need to invest in and develop human capital resources that are fully prepared to take on the challenges of a fast-evolving global economy. There is huge scope to influence policy development, to broker trans-national education partnerships and to deliver high quality education and English language services.

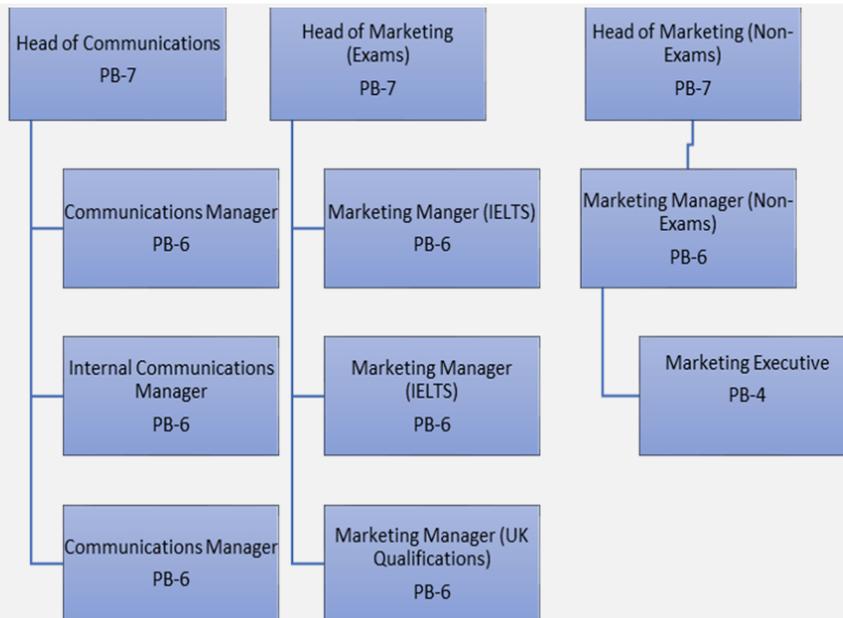
## Function Overview

Marketing at the British Council is a strategic function that drives awareness, understanding and engagement with us across our diverse audiences. We use insight, knowledge and analysis of our market and our customers to engage them with the British Council's international cultural relations mission and our products and services in the most impactful and effective way. We lead the development of our brand and use our expertise to tell inspiring stories to enhance our global reputation, build lifelong relationships, engage our staff and prove the impact of what we do.

## Main Opportunities/Challenges for this Role

- Developing a country communications strategy and plan, with the Director Marketing, which aligns with the British Council's global communications strategy, regional communications strategy and plan, and enables and supports country programme goals and activities
- Leadership and management of crisis communications and media relations in-country, working closely with the Director Marketing and the Regional Head of Communications
- Effectively communicating the British Council's profile to internal and external stakeholders in-country and leading alumni network engagement and key stakeholder relationship management on an ongoing basis

## Organogram



## Main Accountabilities

### Communication strategy, planning and delivery

- Develops the country communications strategy, and plans and manages implementation, ensuring alignment to the global and regional communications strategy and plan, and monitors and evaluates impact. This will include identifying target audiences, co-creating core messages with other relevant colleagues, identifying appropriate channels, managing the coordination, editing and distribution of appropriate communications using relevant and agreed channels and platforms, and measuring impact of communication deliverables
- Manages the development and delivery of internal and external country communications campaigns, advice and activities, ensuring that messages are consistent and support the regional and global communications strategies
- Plans and co-ordinates country change communications activities to improve staff efficiencies
- Coordinates across country business leads and programme teams to ensure buy-in and alignment with the country communications strategy. Proactively works with business leads and programme teams to ensure a coordinated and planned approach to campaigns and generation of communication outputs
- Provides strategic oversight in communicating the British Council's profile to internal and external stakeholders in-country, working closely with the Country Director
- Leads and manages country media relations activities, and alumni and influencer relationship engagement

- Conducts planning with the Regional Head of Communications, country programme business leads and SBU Marketing leads, to maximize opportunities available through digital both in terms of programme impact and visibility while ensuring there is no double handling
- Ensures that country internal, change, media and stakeholder communications risks and issues are effectively managed and mitigated with support from the Regional Head of Communications, and in consultation with the Marketing Director and Country Director
- Ongoing management of the regional intranet, working in close coordination with the Regional Head of Communications to improve the overall effectiveness and efficiency of communication with All Staff in the region. This will include managing the South Asia mailbox on a regular basis, maintaining up-to-date content on the intranet, ongoing review of intranet analytics to measure usage and open rates, and proposing ongoing improvements in design and content to ensure the intranet remains user-friendly, engaging and up-to-date with regional messages, news, activities and access to information
- Leads on the creation of country newsletters and digital stories
- Ensures that communications messages are consistent, are aligned to global and regional communications strategy and maintain the reputation of the British Council brand

### **Consultancy, analysis and problem-solving**

- Applies advanced communications expertise to provide advice to the Country Director and country business leads, and develops and delivers on agreed programmes of work
- Applies analytical approaches to identify and assess current state of country communications, including programme monitoring and evaluation data and defines opportunities for improvement
- Develops and implements appropriate communications initiatives and interventions to support country business needs, aligned to global and regional communications strategies, plans and approaches where appropriate
- Provides advice and support to country business leads on market costs for external communication support, and expertise on managing the briefs and relationships with external communication experts
- Presents complex information clearly, producing tailored presentations that convincingly influence decision-makers about the case for country communications initiatives

### **Internal customer focus**

- Builds an in-depth understanding of the country operational context, opportunities and challenges for communications
- Makes appropriate linkages to issues across the broader organisation and region, to ensure that the development of country communications projects and initiatives is based on informed business insight and joined-up thinking
- Proactively seeks internal customer and other stakeholder feedback to monitor satisfaction with the standard of communications/media relations and PR advice and business support provided, enabling improvements to be made where issues are identified

### **Service improvement**

- Ensures joined-up planning and delivery of communications projects and initiatives across the country
- Ensures consistent application of agreed global communications and brand standards, templates and processes
- Reviews impact and effectiveness of country communications projects and initiatives, and identifies opportunities for improvement

### **Functional expertise**

- Provides expert advice, support and challenge on communications to internal customers and other stakeholders in-country
- Develops high quality and effective country communications plans and solutions using established processes, tools and systems to ensure consistency

- Proactively pursues an annual cycle of formally recognised Continuing Professional Development to maintain and deepen their professional expertise

#### **Commercial and financial management**

- Using agreed corporate systems and processes, plans and manages the budget for country communications projects and initiatives
- Conducts monthly and year-end reporting on progress against plan and deliverables, budget, and management of issues and risks
- Shows an understanding of value for money/cost effectiveness in the advice, recommendations or service support provided across the remit of country communications

#### **Stakeholder management**

- Ensures solid and beneficial relationships with marketing and communications professionals globally and within country/region
- Actively participates within the Marketing Community of Practice and communications networks
- Develops peer/personal networks within and outside Marketing to enhance own knowledge and expertise
- Proactively builds and maintains excellent relationships with both internal and external stakeholders

#### **Leadership and management**

- Builds and leads a team of communications leads/executives within country
- Plans and prioritises own work activities to ensure effective delivery of diverse responsibilities and deliverables over a quarterly to annual time horizon
- Determines work plans and coordinates input from others (who may be outside the direct management line) to meet specific objectives

### **Key Relationships**

#### **Internal**

- Country Director
- Director Marketing
- Country Marketing team
- Regional Head of Communications
- Regional Marketing Director and leadership team
- Director of Communication (Centre of Excellence)
- Global communication team leads
- Country Programme leads
- Country and cluster leads
- Country HR lead
- Marketing Community of Practice advocates and members

#### **External**

- Country media
- Suppliers
- Alumni networks
- Key influencers
- Stakeholders including HMG country communication teams

### **Role requirements**

<b>Threshold requirements:</b>		<b>Assessment stage</b>
<b>Passport requirements/ Right to work in country</b>	You must have the right to live and work in the Pakistan.	<i>Shortlisting</i>

<b>Direct contact or managing staff working with children?</b>	No  The British Council takes the welfare and safety of children very seriously and as such your behavior is expected to be in line with British Council's Child Protection Policy and Code of Conduct. Irrespective of your individual role, you will have the responsibility for safeguarding and promoting the welfare of children and supporting the implementation of the Policy.	N/a
<b>Notes</b>	Occasional national and international travel and unsocial/evening hours working	
<b>Person Specification:</b>		<b>Assessment stage</b>
<b>Qualifications</b>		
<i>Minimum / essential</i>	<i>Desirable</i>	<i>Assessment Stage</i>
Relevant degree e.g. communications, journalism, marketing, or equivalent level of experience		Shortlisting
<b>Role specific knowledge &amp; experience</b>		
<i>Minimum / essential</i>	<i>Desirable</i>	<i>Assessment Stage</i>
<ul style="list-style-type: none"> <li>▪ Considerable experience in managing communications within a large and complex organisation.</li> <li>▪ Demonstrable experience in providing expert advice and guidance on internal and external communications</li> <li>▪ Demonstrable experience in managing and mitigating internal and external communications risks and issues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Experience in a global organisation</li> </ul>	Shortlisting
<b>Role specific skills (if any)</b>		<b>Assessment Stage</b>
Government Communication Service Professional Competency Framework Insight (Level 3)		Shortlisting AND Interview

- Develop measurable communication objectives to support the delivery of policy/business priorities
- Ensures strategies take into account the recommendations and lessons learnt from evaluations of previous campaigns
- Review communication and media plans to ensure activities reflect policy developments and the emerging news agenda
- Develop a strong understanding of different internal audiences. Use this knowledge to ensure the tone language and format of internal communication is easily accessible to and read by a range of staff groups

**Ideas (Level 3)**

- Design integrated communication strategies and examine them with existing plans
- Initiate and lead the development of both reactive and proactive, integrated media campaigns that build on insight and tracking data.
- Develop innovative digital communication strategies; Draw on knowledge of emerging trends in digital services and social media and apply this knowledge when developing content and channels.
- Draw on audience insight to develop innovative internal communication strategies, selecting the most appropriate channel mix and ensuring content is both topical and timely.

**Implementation (Level 3)**

- Demonstrate strong written communication skills. Provide advice and guidance to colleagues on writing clearly for target audiences
- Demonstrate strong editing skills to ensure quality and timely press releases, rebuttals and lines to take in response to developing stories
- Provide support and clarification to managers to ensure they are confident in delivering key messages and to strengthen the internal communication cascade

**Impact (Level 3)**

- Analyse evidence to assess effectiveness of communication and identify lessons learned
- Analyse media monitoring results to assess the effectiveness of media strategies and inform future proactive and reactive media campaigns
- Assess the effectiveness of digital communications. Use the results of user feedback, tests/pilots and effectiveness indicators to improve digital communication and the user experience
- Assess the effectiveness of internal communication at Country level and act on staff feedback to ensure that communication is timely, relevant and meets the needs of the business and internal country audiences

<b>British Council Core Skills</b>	<b>Assessment Stage</b>
<p><b>Communicating and influencing (level 4) Uses influencing techniques</b> Able to employ formal and informal negotiating and motivation techniques to influence others' behaviour and persuade them to think and act differently, while respecting difference of view and culture.</p>	<p><i>Shortlisting AND Interview</i></p>

<p><b>Managing Project (level 3) Leads smaller projects</b> Analyses requirements with the sponsor/stakeholders, defining the specification with awareness of equality and diversity impact, planning, revising, implementing and evaluating on small-to-medium scale and/or low risk projects.</p> <p><b>Planning and Organizing (level 3) Develops annual plans</b> Develops and reviews the implementation of annual plans for a work group or function taking account of business and customer requirements and reconciling competing demands.</p> <p><b>Analyzing data and problems (level 3) Analyses patterns</b> Seeks out and examines a range of information to identify patterns, trends and options, to solve multifaceted and complex problems.</p> <p><b>Managing risks (Level 2) - Supports a risk management culture:</b> Has track record of identifying and highlighting risks and suggesting mitigating actions.</p>	
<b>British Council Behaviours</b>	<b>Assessment Stage</b>
<p><b>Creating shared purpose</b> (more demanding) Creating energy and clarity so that people want to work purposefully together</p> <p><b>Connecting with others</b> (more demanding) Actively appreciating the needs and concerns of myself and others</p> <p><b>Working together</b> (most demanding) Creating the environment in which others who have different aims can work together</p> <p><b>Making it happen</b> (more demanding) Challenging myself and others to deliver and measure better results</p> <p><i>These behaviours will not be assessed at interview but will be used for performance management:</i></p> <p><b>Being Accountable</b> (more demanding) <b>Shaping the future</b> (more demanding)</p>	<i>Interview</i>
<b>Adapted by</b>	<b>Date</b>
Beenish Pervaiz	October 2018

**Appendix A – Operating Context (use for senior management & 8/E & some 7/F)**



**Financial Snapshot**

Stakeholder will be responsible for managing a comms budget of GBP 300,000 across various programs

### Internal operating context

#### Corporate

Comms for various programmes across the organization

#### Regional

Pakistan- South Asia

***Total number of staffs directly line managed by this role***

3