THE YOUTHOOD PROJECT

Marketing, Communications and Brand Manager Role Portfolio

Organisational marketing, communications, media, brand stewardship, digital presence, publications, dissemination and reputation

CORE STAFF ROLE PORTFOLIO

Internal controlled document | Version 24.09.2026 | Exceptional additional manager portfolio establishment

Document Control

Field	Current position
Document title	Marketing, Communications and Brand Manager Role Portfolio
Document owner	Chief Executive Officer
Portfolio holder	Marketing, Communications and Brand Manager
Approval authority	Governing body for role establishment and any reserved structural matters; Chief Executive Officer for operation within approved delegated authority
Status	Internal controlled role portfolio
Version	V.24.09.2026
Review cycle	Six months and twelve months following establishment, then at least annually
Parent framework	YOUTHOOD Core Staff Role Portfolio Framework; YOUTHOOD Organisational Literacy Core
Related documents	Mission Strategy 2026-2030; Organisational Stewardship and Controlled Development Framework; Stewardship Responsibilities and Authority Schedule; Role Establishment & Capacity Assessment; approved workforce structure

1. Role Identity

Element	Definition
Role title	Marketing, Communications and Brand Manager
Role family	Core organisational communications management | exceptional additional manager portfolio
Reports to	Chief Executive Officer, with delivery coordination through the Chief Delivery Officer where communications readiness, sequencing or deployment affects mission delivery
Primary portfolio	Organisational marketing, communications, media and public relations, brand stewardship, digital presence, publications, dissemination, audience development and communications assurance
Primary accountability	Ensuring YOUTHOOD is understood externally through accurate, coherent, accessible and strategically aligned communication, while building

Element	Definition
	communications systems that do not depend on the CEO personally carrying routine execution
Core distinction	The role owns organisation-wide communications infrastructure, brand and channel stewardship. It does not determine substantive campaign, policy, participation, programme, learning, financial or governance positions that belong to other portfolios.

2. Role Focus and Organisational Baseline

Element	Controlled position
Centre of Gravity	Developing how YOUTHOOD is understood, recognised and trusted across the youth-facing landscape.
Primary Delivery Focus	Organisation-wide communications, marketing, media, brand, digital channels, public-facing publications, dissemination and reputation support.
Expected Portfolio Duties	Because this is the role's centre of gravity, the Manager is ordinarily expected to hold organisational messaging systems, brand identity and standards, digital channels, website stewardship, content planning, newsletters, media relations, public relations, marketing and audience development, publication production, dissemination planning, communications approvals, co-branding controls and communications records. The role works with substantive portfolio owners to communicate their work without taking ownership of its underlying content, evidence or decisions.

Lead, Enable and Contribute Position

Position	What this means for this role
Lead	Organisation-wide marketing and communications strategy; brand stewardship; digital presence; websites and social channels; media and public relations; newsletters; publication and dissemination systems; communications assurance and reputation support.
Enable	Other portfolios to communicate, publish, recruit, launch, disseminate and represent their work through coherent channels, approved messaging, accessible formats, brand standards and audience strategy.

Position	What this means for this role
Contribute	Strategic Flagship Campaigns, MYDP, Youth Fellowship, NAYD, learning offers, statutory reform, partnerships and organisational development through communications planning, production, publication, promotion, media support and audience insight while respecting substantive portfolio ownership.

Organisation-Wide Understanding and Representation

Every core staff role is expected to develop and maintain sufficient organisational literacy to understand and represent YOUTHOOD confidently beyond its immediate portfolio. This includes the YOUTHOOD definition of youth development; the Case for Youth Development; the UNCRC and YOUTHOOD Statutory and Rights Spine; NAYD; Dual-LENS; Insight-to-Influence; and the relationship between Insight-Led Change, Place-Based Change and National Statutory Change. Staff should understand the purpose and relationship of these approaches, recognise when they are relevant, apply agreed principles within their authority, and seek the relevant specialist steward where interpretation, adaptation or protected-method delivery exceeds that authority.

The YOUTHOOD Organisational Literacy Core is the first concise reference for this organisation-wide baseline. It is a grounding and preparation resource, not a substitute for the full authoritative documents, specialist learning, activity-specific preparation or controlled framework materials. Role-holders are expected to deepen understanding through professional curiosity, proactive collaboration, active involvement in planning and delivery, reflective learning and continuing engagement with colleagues and organisational development.

Development happens together. No role works alone, no framework belongs only to the person who stewards it, and no staff member is expected to know everything. For this portfolio, organisational literacy is especially important because communications frequently translate material owned elsewhere. The Manager must therefore understand enough to communicate accurately while knowing when substantive interpretation, approval or claims control must return to the relevant portfolio owner.

3. Purpose of the Role

The Marketing, Communications and Brand Manager exists to ensure that YOUTHOOD's public identity, organisational voice, channels and communications activity are held as a coherent organisational function rather than dispersed tasks absorbed by the CEO or appended to unrelated portfolios.

The role translates approved organisational direction and portfolio-owned content into communications that are accurate, accessible, recognisable and appropriate to audience and channel. It creates the systems through which YOUTHOOD can explain its mission, programmes, frameworks, opportunities, findings and positions consistently across websites, social media, newsletters, publications, media engagement, events and external materials.

The role holds brand and communications stewardship but not substantive ownership of everything it communicates. Campaign positions remain with Campaigns and Systems Influence; youth-derived meaning and participation claims remain with Youth Participation and Accountability; programme and participant information remains with Youth Engagement and Programmes; NAYD and learning content remain with Youth Development Learning and Practice; financial, legal and governance claims require Finance, Compliance and Operations assurance; and strategic institutional positioning remains led by the CEO.

The portfolio also protects organisational reputation by establishing clear approval thresholds, publication controls, spokesperson support, co-branding standards and routes for sensitive or high-risk communications. Its purpose is

not to maximise visibility at any cost, but to ensure visibility serves mission, evidence, trust and organisational readiness.

4. Portfolio Outcomes

- YOUTHOOD has a coherent, recognisable and consistently applied organisational brand across programmes, frameworks, channels, publications and partnerships.
- Routine public communications are accurate, timely, accessible and deliverable without unnecessary CEO dependence.
- YOUTHOOD.UK, NAYD.UK and approved digital channels are current, strategically structured and connected to the organisation's developing architecture.
- Major programmes, campaigns, resources, learning offers and organisational developments have proportionate communications and dissemination plans before public release.
- Portfolio-owned content reaches intended audiences without the communications function overstating evidence, authority, youth representation or organisational readiness.
- YOUTHOOD develops credible relationships with journalists, sector media, podcasts, platforms and other public communication routes appropriate to its mission.
- Publications and mission resources are produced, versioned and disseminated consistently while substantive content ownership remains traceable.
- Young people and Youth Fellows are represented publicly with informed consent, appropriate preparation and protection from extractive or tokenistic use.
- Communications performance is understood through useful audience, engagement and dissemination evidence rather than visibility metrics alone.
- Brand, media and reputational risks are identified early and escalated to the correct substantive and executive owners.

5. Core Portfolio Responsibilities

5.1 Organisational communications strategy and planning

- Develop and maintain an organisation-wide communications and marketing strategy aligned with the Mission Strategy, annual priorities and public delivery calendar.
- Maintain a forward communications plan covering organisational updates, campaigns, programmes, learning offers, resources, recruitment, partnerships, events and major launches.
- Coordinate communications dependencies with the CEO, CDO and substantive portfolio owners before public commitments are made.
- Distinguish communications priorities from desirable activity and recommend deferral where content, evidence, readiness or capacity is insufficient.
- Create clear channel purposes, audience routes and publication rhythms so activity is not driven only by immediate requests or platform pressure.
- Ensure communications planning supports the mission to #RedefineYouthDevelopment rather than becoming generic organisational promotion.

5.2 Brand stewardship and organisational identity

- Hold day-to-day stewardship of YOUTHOOD's visual identity, organisational voice, approved taglines, naming conventions, public terminology and brand standards.
- Maintain brand guidance, templates, asset libraries, co-branding rules and approval routes for organisational and partner use.

- Protect the distinction between YOUTHOOD, NAYD, named programmes, frameworks, campaign identities and partner brands without allowing the external architecture to become fragmented.
- Work with the CEO on major changes to organisational positioning, naming or identity and route protected or strategic changes through the appropriate approval process.
- Ensure visual and written identity supports accessibility, credibility and long-term institutional recognition rather than short-term design preference.
- Identify misuse, inconsistent representation or unauthorised adaptation of organisational brands and coordinate correction.

5.3 Digital presence and channel stewardship

- Lead day-to-day stewardship of YOUTHOOD.UK, NAYD.UK and approved social, newsletter and other public digital channels.
- Maintain channel architecture, publishing standards, access controls, content calendars and responsibilities with Finance, Compliance and Operations support for systems and permissions.
- Coordinate website structure and content updates with substantive portfolio owners so public information reflects current organisational architecture and approved positions.
- Ensure digital channels are accessible, current and clear about YOUTHOOD's status, offers, opportunities, contact routes and boundaries.
- Use audience and channel evidence to improve navigation, discoverability, timing and format without allowing platform metrics to determine strategic priorities.
- Plan migration, retirement or introduction of channels through controlled decisions rather than informal account creation.

5.4 Marketing, audience development and public engagement

- Develop audience strategies for programmes, resources, learning offers, recruitment, events and public-facing organisational activity.
- Plan proportionate marketing campaigns that are distinct from YOUTHOOD's Strategic Flagship Campaigns and serve recruitment, awareness, access, dissemination or engagement purposes.
- Work with Youth Engagement and Programmes on youth-facing outreach and accessibility, and with Campaigns and Systems Influence on systems-facing audiences and campaign promotion.
- Ensure marketing does not overstate benefits, outcomes, influence, eligibility, availability or organisational capacity.
- Use ethical audience development methods that widen reach without encouraging extractive targeting or treating young people as a promotional demographic.
- Coordinate paid promotion or external marketing support only where approved, proportionate and financially authorised.

5.5 Media, public relations and spokesperson support

- Maintain YOUTHOOD's media and public-relations approach, including media enquiries, press materials, journalist relationships, reactive communications and public opportunities.
- Prepare press releases, media briefings, spokesperson notes, key messages and interview preparation in collaboration with the substantive owner of the issue.
- Route sensitive, high-risk, political, legal, safeguarding or reputational matters to the CEO and other required assurance owners before response.
- Maintain a clear spokesperson model so external visibility can be distributed beyond the CEO without implying authority a role-holder does not possess.

- Assess media opportunities for strategic fit, evidence readiness, participant protection and likely organisational value rather than accepting visibility for its own sake.
- Maintain records of significant media engagement, published coverage, corrections and follow-up.

5.6 Publications, resources and dissemination

Substantive resource ownership rule. Resources that arise from a specific Level of Change, framework, programme or specialist organisational function remain substantively owned and developed by the relevant portfolio manager. Marketing, Communications and Brand governs how approved resources are branded, edited for house style and accessibility, prepared for publication, presented across channels and disseminated to intended audiences.

- Coordinate the branding, editorial preparation, formatting, publication and dissemination of approved public reports, mission resources, briefings, guides and major organisational outputs. Substantive resource development remains with the portfolio that owns the relevant Level of Change, framework, programme or organisational function.
- Work with substantive portfolio owners to preserve content integrity, framework meaning, evidence boundaries, version status, attribution and required approvals. The substantive owner retains final authority over meaning and specialist content; this portfolio retains authority over organisation-wide brand, publication and dissemination standards within delegated boundaries.
- Develop dissemination plans identifying intended audiences, channels, sequencing, partner routes and follow-up rather than treating publication as the end point.
- Coordinate accessible formats, summaries and audience-specific presentation without creating unofficial substantive versions of protected frameworks or positions. Any edit that could alter substantive meaning, evidence, policy position, participation interpretation or programme content must return to the relevant portfolio owner for approval.
- Maintain public publication records and coordinate archival, correction, supersession or withdrawal with Finance, Compliance and Operations and the relevant content owner.
- Support recognition, endorsement and attribution activity where public presentation or permission is required, without taking ownership of substantive recognition decisions.

5.7 Cross-portfolio communications partnership

- Provide communications planning and delivery support to every substantive portfolio while maintaining one organisation-wide communications system.
- Agree with portfolio owners what substantive content and resource development they own, what communications support is required, which brand, publication and dissemination standards apply, what approvals are required and who will respond to external questions.
- Help managers develop confidence in public communication, media, presentations, accessible writing and use of organisational messaging rather than centralising all representation in this portfolio.
- Ensure shared communications requests are prioritised transparently and do not allow one portfolio's immediate needs to displace organisation-wide commitments without review.
- Create briefing and handover routes so substantive expertise and communications expertise meet early in resource development, while keeping content development with the substantive owner and avoiding late-stage publication or brand corrections.
- Escalate repeated ambiguity where communications is being asked to determine policy, evidence, participation, programme or framework content outside its authority.

5.8 Youth representation, consent and public storytelling

- Work with Youth Participation and Accountability to ensure public representation of young people reflects actual authority, context and participation conditions.
- Work with Youth Engagement and Programmes on accessible participant information, recruitment communications and youth-facing public materials.
- Maintain communications processes for quotations, images, recordings, case examples, attribution, permissions and withdrawal in line with organisational safeguards.
- Ensure young people are not treated as promotional assets, asked to disclose personal experiences for visibility or presented as representative beyond the evidence available.
- Prepare Youth Fellows and other young contributors for media or public-facing opportunities with the relevant portfolio owner and safeguarding route.
- Remove, amend or escalate public content where consent, context, safety or representation standards cannot be maintained.

5.9 Communications assurance, reputation and learning

- Maintain proportionate approval thresholds for routine, significant, sensitive and high-risk communications.
- Coordinate reputational risk assessment with the CEO and Finance, Compliance and Operations Manager while ensuring substantive owners address the underlying issue.
- Monitor public response, audience questions, misinformation, recurring misunderstandings and communications gaps that may require correction or organisational learning.
- Coordinate corrections, clarifications, withdrawals or updates where published information becomes inaccurate, outdated or unsupported.
- Review communications performance through reach, access, audience quality, conversion, dissemination, stakeholder response and organisational learning rather than vanity metrics alone.
- Maintain portfolio records so brand decisions, channel access, media relationships, publication history and communications learning do not depend on one individual.

6. Shared Organisational Delivery Responsibility

The Marketing, Communications and Brand Manager is part of YOUTHOOD's core workforce and should contribute directly to approved organisational delivery where communications, public-facing coordination, brand, documentation or additional safe staffing are required. The role is not confined to desk-based promotion and may support live activity where its presence strengthens public information, content capture, media management, participant communications or dissemination.

Primary portfolio ownership remains decisive. The role should ordinarily lead communications functions attached to an activity while the substantive activity remains owned by the relevant portfolio manager or executive lead.

- Plan and deliver activity-specific communications, participant information, public updates, content capture, event publicity, media arrangements and post-event dissemination where assigned.
- Contribute to live events through approved communications, registration, documentation, photography or recording coordination, public enquiries, stakeholder information or practical delivery support where competent and appropriately briefed.
- Maintain sufficient organisation-wide knowledge to explain YOUTHOOD, its three levels of change, protected foundations, core frameworks, safeguarding commitments and authority boundaries accurately.
- Complete activity-specific preparation and seek substantive approval before communicating evidence, policy, youth insight, protected frameworks or commitments owned elsewhere.

- Coordinate with the CDO where communications activity affects delivery readiness, launch timing, staffing, external commitments or cross-portfolio sequencing.
- Contribute to post-delivery learning so audience response, communication gaps and dissemination outcomes inform future design and organisational development.

Shared delivery boundary

The role should not become the automatic photographer, designer, event administrator or social-media operator for every activity merely because it owns communications. Deployment must be purposeful, prepared and proportionate, protect continuing communications stewardship, and avoid replacing delivery responsibilities that belong elsewhere.

7. Contribution Across the Three Levels of Change

Level of change	Role contribution
Insight-Led Change	Provides organisation-wide communications, brand, media and dissemination infrastructure for Strategic Flagship Campaigns while Campaigns and Systems Influence retains whole-campaign ownership and substantive campaign messaging. Supports Common Room publicity, public outputs, Experience Charter and Pledge presentation, media engagement and dissemination within approved claims.
Place-Based Change	Supports MYDP partner-facing communications, public information, recruitment and dissemination across the annual cycle. Works with component owners and the CDO so local communications are clear, appropriately branded and connected to organisational rather than branch-style identity.
National Statutory Change	Supports public communication, media, publication and dissemination of the Youth Development Statutory Reform Agenda and connected policy material while substantive policy positions remain with Campaigns and Systems Influence under CEO strategic direction.

8. Major Cross-Organisational Delivery Responsibilities

YOUTHOOD's principal delivery areas are intentionally cross-organisational. The following positions make substantive ownership and communications contribution explicit. Communications leadership concerns how approved work is presented, distributed and understood; it does not transfer ownership of the underlying programme, evidence, framework or policy position.

Shared area	Role position	Expected contribution
Strategic Flagship Campaigns	Communications, media and dissemination lead	Builds the campaign communications and dissemination route with the Campaigns & Systems Influence Manager; manages public presentation, media, campaign assets, publication schedules and audience strategy while substantive campaign ownership remains with Campaigns & Systems Influence.
Multi-Agency Youth Development Partnership	Communications and public-information enabler	Supports partner-facing materials, recruitment communications, public information, annual outputs and dissemination while the CDO and component managers retain delivery ownership.
Youth Fellowship Programme	Communications and public-representation enabler	Supports recruitment marketing, public information, recognition, approved storytelling and external opportunities while Youth Participation & Accountability retains final programme oversight and Youth Engagement & Programmes leads youth-facing experience.
NAYD and learning offer	Brand, publication and dissemination lead	Maintains NAYD public brand, website, resource presentation, launch communications and audience dissemination while Youth Development Learning & Practice retains framework, evidence and learning-content stewardship.
National Statutory Change	Communications and media enabler	Supports accessible public explanation, publication, media and dissemination of approved reform positions while Campaigns & Systems Influence remains the substantive policy and reform lead.
Organisational recruitment and growth	Marketing and attraction contributor	Supports candidate-facing campaigns, employer brand, public recruitment information and outreach while workforce authority, role design and safer-recruitment controls remain with authorised workforce owners.

Shared delivery interpretation

- Lead means the role holds substantive responsibility for the communications, brand, media or dissemination component and is expected to initiate, coordinate, maintain and account for it.
- Enable means the role provides communications infrastructure, audience access, publication routes, brand standards or channel capability without taking ownership of the substantive purpose.
- Contribute means the role provides specialist communications knowledge or practical support to work owned elsewhere.
- All core staff remain responsible for accurate representation of YOUTHOOD. This portfolio builds the systems and capability for that representation rather than becoming the only authorised voice.

9. Stewardship Responsibilities

Stewardship area	Role position
Protected foundations	Helps protect YOUTHOOD's approved identity, mission language, definition of youth development, rights commitments, claims boundaries and integrity of protected frameworks when they are communicated publicly. Does not unilaterally alter protected content.
Controlled but developable material	Leads controlled development of brand standards, communications strategy, messaging architecture, websites, channel architecture, publication systems, media protocols, marketing resources and dissemination methods.
Role-based discretion	May determine routine content format, channel selection, scheduling, editorial workflow, visual execution, campaign marketing methods, website updates and audience tactics within approved substantive positions, brand standards, budgets and safeguards.
Shared stewardship	Shares public positioning with the CEO and works with every substantive portfolio owner to translate approved content accurately. Communications stewardship does not replace content stewardship.
Escalation duty	Must escalate major changes to organisational positioning, high-risk public claims, political or legal sensitivity, safeguarding concerns, significant reputational threats, contested youth representation, protected-framework interpretation or partner branding conditions.

10. Decision-Making Authority

Decision route	Examples
May decide independently	Routine content scheduling; editorial workflow; ordinary website and channel updates; graphic and publication execution; audience segmentation; routine marketing activity; approved newsletter content; ordinary media administration; application of existing brand standards.
Must consult relevant portfolio owners	Content presenting campaign findings, youth-derived insight, programme commitments, NAYD or Dual-LENS material, policy positions, financial or legal claims, partner commitments, safeguarding matters or substantive information owned elsewhere.
Requires CDO coordination or approval	Communications changes that materially affect delivery sequencing, launch readiness, cross-portfolio workload, event staffing, programme commitments or major delivery milestones.
Requires CEO approval	Major organisational positioning; brand or identity change; significant public statements; sensitive media responses; crisis communications; national announcements; high-profile spokesperson decisions; reputationally significant partnership announcements.
Requires governing-body decision or involvement	Changes affecting protected organisational identity where reserved; constitutional or legal representation; serious governance or reputational matters; commitments or public positions reserved to the governing body.
Requires Youth Fellow involvement	Material changes to public representation of Youth Fellows or young people, significant youth-facing brand or communications decisions affecting their programme experience, and claims of youth approval, co-production or collective position.

11. Cross-Portfolio Relationships

Role	Required relationship
Chief Executive Officer	Primary line-management and strategic relationship. The CEO holds high-level institutional positioning, major public claims and executive reputation; the Manager turns approved direction into a sustainable organisation-wide communications system and challenges unnecessary CEO retention of routine communications work.

Role	Required relationship
Chief Delivery Officer	Coordinates major launches, delivery readiness, sequencing, staffing and cross-portfolio dependencies where communications must align with what YOUTHOOD can actually deliver. The CDO does not line-manage the portfolio but has a necessary coordination relationship.
Finance, Compliance and Operations Manager	Coordinates data protection, consent records, contracts, suppliers, procurement, licences, systems access, website administration controls, risk, legal claims, records and operational assurance connected to communications activity.
Youth Participation and Accountability Manager	Protects youth-derived meaning, participation authority, public claims of co-production or approval, consent and ethical representation. The Communications Manager provides public presentation, channel, media and dissemination expertise.
Youth Engagement and Programmes Manager	Coordinates youth-facing recruitment communications, programme information, accessibility, participant journeys and practical communications. The programmes portfolio owns the participant experience; the Communications Manager owns organisation-wide channel, brand and marketing systems.
Campaigns and Systems Influence Manager	Defines campaign purpose, substantive campaign messaging, policy positions, evidence translation and systems-influence objectives. The Communications Manager leads organisation-wide communications execution, media, brand, publication and dissemination support for approved campaign and reform content.
Youth Development Learning and Practice Manager	Owns NAYD, Dual-LENS, developmental evidence, learning content and practice interpretation. The Communications Manager leads brand application, websites, public presentation, publication production, audience strategy and dissemination without simplifying protected content beyond approved boundaries.
Youth Fellows	Supports clear public information, safe representation, media preparation and approved storytelling through the Youth Participation & Accountability route rather than developing a separate accountability relationship.
Governing body	Provides communications assurance, significant reputational information and major brand or public-positioning matters through the CEO and reserved governance routes.

12. Portfolio Boundaries

The Marketing, Communications and Brand Manager holds the organisation-wide communications, brand, publication and dissemination function. This does not make the role the substantive owner of everything YOUTHOOD says, develops or publishes.

- Publication responsibility does not equal content ownership. The role may edit for brand, clarity, consistency, accessibility, house style and channel suitability, but must not materially change framework meaning, evidence claims, policy positions, youth-derived interpretation, programme substance or specialist guidance without approval from the substantive portfolio owner.
- The role does not redesign the substantive architecture of a framework, Level of Change resource set, programme resource suite or specialist portfolio merely to improve communications coherence. Where presentation exposes substantive inconsistency, the Manager should return the issue to the relevant portfolio owner and support resolution through the correct development route.
- The role does not set YOUTHOOD's mission, organisational strategy or institutional position independently of the CEO and governing body.
- The role does not own Strategic Flagship Campaign purpose, campaign findings, policy positions or the Youth Development Statutory Reform Agenda. These remain with Campaigns and Systems Influence.
- The role does not own the integrity, interpretation or representativeness of youth-derived insight. These remain with Youth Participation and Accountability.
- The role does not own youth-facing programme design, participant support or engagement pathways, although it supports recruitment, public information and marketing.
- The role does not own NAYD, Dual-LENS, professional learning, developmental evidence or their substantive resources. Youth Development Learning and Practice retains responsibility for their content, framework integrity and resource development; this portfolio owns the organisation-wide branding, publication, presentation and dissemination standards applied to approved outputs.
- The role does not independently approve legal, financial, safeguarding, data-protection or contractual claims simply because they appear in public material.
- The role does not become the sole spokesperson for YOUTHOOD. Portfolio owners should be prepared and supported to represent their areas within authority.
- The role does not maximise content volume, follower growth, press attention or visibility where doing so would weaken evidence, accessibility, safeguarding, mission fit or organisational readiness.
- The role does not absorb routine administrative or event tasks merely because they have a public-facing element.
- The role does not create unofficial sub-brands, programme identities or regional identities without approved organisational purpose and brand architecture.

13. Capacity, Support and Escalation

- Use the Staff Significant Task, Role and Capacity Assessment where channel administration, production demand, design work, website activity, media response or cross-portfolio requests begin to displace communications stewardship and strategic planning.
- Distinguish temporary launch or campaign peaks from sustained production demand that may require Mission Delivery Officer, specialist contractor, associate or other approved capacity.
- Escalate where substantive owners provide content too late for safe publication, where approvals are unclear, or where public deadlines are being set before evidence and delivery readiness exist.
- Prioritise accuracy, accessibility, consent, reputational integrity and strategically important dissemination over content volume or platform consistency for its own sake.

- Identify when specialist external support is required for web development, design, photography, video, public relations, accessibility or other technical work beyond internal competence.
- Do not conceal structural communications demand through CEO overwork, unpaid additional hours, constant reactive production or reduction in quality control.
- Escalate immediately where public content may create safeguarding harm, legal exposure, material misinformation, serious reputational damage or misuse of young people's contributions.
- Review the portfolio formally at six and twelve months following establishment to test whether the exceptional additional manager case remains evidenced and appropriately bounded.

14. Working Rhythm and Core Records

Rhythm or record	Minimum expectation
Weekly	Review priority communications, upcoming publications, digital channels, media activity, urgent approvals and delivery dependencies with the CEO and relevant portfolio owners.
Monthly	Maintain the organisation-wide communications calendar, website and channel review, audience learning, publication pipeline, brand issues and cross-portfolio demand.
Quarterly	Review communications performance, brand consistency, media relationships, website effectiveness, audience development, public misunderstandings, reputational risks and capacity.
Major launch cycle	Complete communications readiness, audience, media, approvals, accessibility, publication, partner and post-launch dissemination checks before major releases.
Six and twelve months after establishment	Formal exceptional-portfolio review against the establishment case, role boundaries, CEO capacity release, cross-portfolio coherence, sustainability and continuing organisational need.
Core records	Communications strategy; content and publication calendar; brand standards and asset register; website and channel records; media contacts and engagement log; publication register; dissemination plans; permissions and attribution records; communications approvals; reputational issues and corrections log; audience and performance insight.

15. Accountability and Evidence of Effective Practice

- YOUTHOOD's organisational identity and key language are recognisable and consistently applied across channels, programmes and resources.
- Routine communications, website updates and channel activity proceed through clear systems without recurring CEO execution or case-by-case reconstruction.

- Portfolio owners can identify what they substantively own and what communications support the Manager provides, with fewer duplicated or late publication requests.
- Websites and public channels reflect current organisational architecture, status, opportunities and approved public resources.
- Major launches and publications have documented audience, dissemination, accessibility and approval routes.
- Media engagement is prepared, recorded and connected to strategic purpose rather than treated as visibility alone.
- Public claims about youth participation, campaigns, evidence, policy, finance and frameworks can be traced to the correct substantive owner and approval basis.
- Young people and Youth Fellows are represented with informed consent, context and appropriate safeguarding, with corrections or withdrawal routes available.
- Communications evidence demonstrates useful reach, access, engagement, conversion, dissemination or influence learning rather than reliance on vanity metrics.
- The CEO has measurably greater capacity for mission, strategy, income, major relationships and governance because routine communications execution has transferred into a sustainable portfolio.

16. Review and Adjustment

This portfolio should be reviewed through the Core Staff Role Portfolio Framework and the approved workforce architecture. Because it has been established as an exceptional additional manager portfolio, formal review should occur after six and twelve months and should explicitly test whether the original structural case remains valid.

Review should examine whether organisation-wide communications remains a distinct, enduring management function; whether boundaries with Campaigns and Systems Influence, Youth Engagement and Programmes, Youth Participation and Accountability, Youth Development Learning and Practice, Finance, Compliance and Operations and the CEO remain clear; whether the role has released rather than recreated founder dependency; and whether the workload is strategically coherent rather than an accumulation of unrelated production tasks.

Material changes to portfolio purpose, authority, reporting line or core outcomes require the Role Adjustment and Capacity Proposal route and any governing-body approval required for the exceptional manager structure.

17. Core Portfolio Principle

YOUTHOOD should be understood through communications that are as coherent, responsible and developmental as the mission they represent.

The role exists to make organisational communication sustainable and distributed, not to become the owner of every message, every channel or every public-facing task.