

DEMOS

Director of Strategy,
Impact and Operations



Welcome

Thank you for your interest in the important role of Director of Strategy, Impact and Operations at Demos. This is a new and critical appointment for our organisation, and we will require an exceptional and inclusive leader for our team through the next stages in our development. I am delighted that you are exploring the opportunity to join us.

Demos is a cross-party think tank based in the heart of Westminster. For nearly thirty years we have been a pioneer of ideas, bringing together citizens, experts and political leaders to generate positive change. Working on a cross-party basis, we conduct research, design and advocate for policy solutions, and host inspiring and insightful events. We also host the Public Participation Lab, a pioneering hub that builds and deploys technology to enable mass participation in decision making, and CASM, a centre of excellence on the future of digital technology.

Demos is now recruiting a new Director of Strategy, Impact and Operations to help lead the charity through a period of growth and transformation. Our goal is to change Britain's democracy for the better: improving the way policy is made, the way politics is conducted, and the way power is shared. In this role, you will help us realise those ambitions, building our internal culture and our external voice. You will hone our ideas, maximise our impact, and be a champion for the collaborative democracy our country needs.

The role offers plenty of flexibility, particularly during moments of political disruption like the one we are living through. Opportunities shift quickly, which ensures there is scope for an ambitious person to lean into different areas and initiatives, and have transformational impact.

The ideal candidate will be a transformational and creative leader who shares our values and who can engage, inspire and influence at all levels; providing a clear vision, harnessing the ideas and talents of our committed staff and developing our strategy as we continue to grow our organisation. You will be able to build credibility quickly with a range of stakeholders and be an active member of the senior leadership team, with strong communication skills and collaborative working style.

If you believe you have the experience, skills and attributes that we are looking for, then we would very much like to hear from you.

Polly Mackenzie
Chief Executive



Our ethos

Democracies are struggling to resolve their collective problems. Demos believes the solution is to build a cohesive society: one that is capable of resolving its differences to choose a way forward. A cohesive society is one with strong relationships between:

- People and politics
- People and one another
- People and the economy

These relationships are needed because democracy is fundamentally an act of compromise between us, both as groups, and individuals. We only make those compromises if we trust the political system, feel a sense of common interest with fellow citizens, and believe the economy works for us and people like us.

But, as research by Demos and countless others has shown, economic, social, political, demographic and technological trends are weakening all three kinds of relationships. The way we make public policy often makes things worse. It's either partisan, which divides citizens, or it's technocratic, which patronises and alienates them. Often it's both. Demos wants to bring about a new era of collaborative democracy, in which our problems are solved in ways which develop citizens' and society's ability to handle them. In an increasingly diverse, atomised society, building strong relationships is a new, central role for the liberal state. Making policy decisions for people is a missed opportunity to strengthen relationships between citizens and the democratic system: we need to change the policy process to put participation at its heart.

Our strategy

We will start 2022 with a new strategic approach. Building on the launch of our chief executive's Making Democracy Work series, published at the end of 2021, we want to embed our ethos in all the work we do, and make a step change in the impact we have.

We want to make our approach to policy making popular, and well-understood. We will:

- Articulate the benefits of making policy in a different way both in person and through media/ social media.
- Make the case for change through high-level thought leadership events.
- Involve and advocate for change among decision makers & opinion formers.
- Engage with the ecosystem of thinkers and organisations working to similar goals.

We want to demonstrate that this approach to policy making works well. We will:

- Develop policy on a range of topics, involving the public, using our relational policy model and working on a cross-party basis.
- Advocate for the proposals that emerge from these processes, to governments and political leaders.
- Build the evidence base by researching and publishing on 'what works'.

We want to make participation easier for policy makers at levels to use. We will:

- Continue to develop and deploy our suite of Participation Tech products that make it easier to map lived experience and public opinion, and involve citizens in decision-making processes.
- Build & market (to central/local government and their agencies) this Participation Tech.
- Publish toolkits and further materials: advertising our methods and sharing best practice.
- Finally, we will continue to maintain a healthy organisation that is capable of delivering on these goals.

Role Description

Role title Director of Strategy, Impact and Operations

Reports to Chief Executive

This is a core leadership role for Demos, working directly to the Chief Executive and in close collaboration with the Director of Research and Programmes. You will be central to the development of the organisation in the years to come, as we grow in size, reach and impact.

Responsibilities

Strategy

- Work with the Chief Executive to design and implement the strategy and business plan of Demos, working collaboratively with the Board of Trustees.
- Contribute to the intellectual capital of Demos across the full portfolio of work, including events, technology, research and projects.
- Work with the Finance Director and CEO to develop the business and financial model.
- Lead the business planning cycle, involving both staff and trustees.
- Contribute to the fundraising strategy, as well as initiating funding applications and wider business development.

Impact

- Develop and maintain a high-level network of stakeholders and policy makers in relevant policy, political, corporate and civil society organisations.
- Run our advisory board, including appointing members and planning meetings.
- Oversee the media strategy to steadily improve Demos' presence in the media.
- Oversee efforts to maximise the impact of funded projects, including designing and delivering influencing strategies.
- Oversee brand, marketing, publications, events and social media outputs, building our identity across our channels, including any 'house' content.
- Oversee the development of high-profile event series to help promote our identity, purpose and research outputs.

Fundraising

- Work with the Chief Executive and Head of External Affairs to design and deliver fundraising strategy for our events programme.
- Contribute to fundraising for our programme of work, in particular designing impact and influencing strategies for proposals in collaboration with research team.
- Contribute to wider fundraising activities by the senior leadership team, such as corporate membership, party conference, event series, and donations.
- Support the development of fundraising capabilities across the external affairs team.
- Collaborate with senior leadership colleagues to develop and manage relationships with funding organisations including businesses, trusts and foundations.

Operations

- Deputise for the Chief Executive as necessary.
- Build our team culture and maximise the use of Demos HQ.
- Develop a strong relationship with the board, including overseeing governance arrangements and ongoing board effectiveness.
- Oversee HR, finance, and office management.
- Work with the Chief Executive and Finance Director to agree annual budgets.

Person Specification

This is an exciting opportunity for someone ambitious to take a step up, set a strategy and lead a team. We are a high profile, well-established charity, but there is enormous room to grow, and potential to diversify the work that we do. You will be excited by the opportunity to work across a broad portfolio.

Knowledge and experience

- Strategic mindset and experience of organisational leadership or design.
- Track record of leadership experience in managing and motivating a team.
- Demonstrable experience raising money through business development, fundraising from trusts and foundations, or both.
- Experience in public affairs, marketing or media relations, in particular in the political, charitable or policy worlds.
- Demonstrable knowledge of key public intellectuals, journalists, commentators and MPs/Ministers, and a network of contacts in business, public sector and government.

Skills and abilities

- Ability to thrive in a fast-paced environment, and keep multiple projects and objectives on track.
- Excellent public speaking and advocacy skills.
- A strong interest in the UK policy and political environment, keeping abreast of the latest policy developments and issues.
- Ability to develop mutually beneficial relationships with key stakeholder groups and building strong relationships, internally and externally.

Leadership and behaviours

- A passion for the kind of politics we want to promote, coupled with an open mind about working with people whose ideas and opinions differ.
- Exceptional management skills and a commitment to building and developing a team.
- Self-motivated with outstanding interpersonal skills.
- A collaborative and creative working style and the ability to influence colleagues at all levels.

Terms of Appointment

Job title:	Director of Strategy, Impact and Operations
Salary:	Competitive
Reports to:	Chief Executive
Responsible for:	7-8 across external affairs and operations, with the opportunity to grow the team
Contract:	Permanent

Hours and place of work

Hours of work are flexible and negotiable, with an expectation of a working week of 37.5 hours. Most colleagues work partly from home and partly from the office, adapting to their personal preferences and business needs. We expect team members to work in our office in Westminster for an average of two days each week, and this may include a requirement to be in the office for particular events or meetings.

Paid leave

All full-time staff working a full calendar year will be eligible for 30 working days paid holiday per year, plus statutory holidays. Demos is closed between Christmas and New Year. Part-time staff are eligible for leave on a pro rata basis. Other leave, such as compassionate leave, time-off for dependants and special leave will be granted on a case-by-case basis.

Pension

Demos operates a pension scheme for employees. You will be automatically enrolled in this pension scheme after three months' service. Employees contribute a minimum 3% of salary and Demos contributes 6% of salary to the scheme. On request, Demos will pay the 6% employer contribution into an alternative plan of the employee's choice.

Equal opportunities

Demos is committed to increasing the diversity of our team. We particularly encourage applications from people from minority ethnic communities, people with disabilities, or others who have experienced structural disadvantage. We are open to job share applicants for this role.



How to Apply

If you believe you can offer the experience, skills and qualities we are seeking we very much hope you will consider applying for this role.

To make an application, please go to <https://starfishsearch.com/jobs/demos-dir-strat-imp-ops/> and click on the apply now button, with the following prepared:

- your CV or equivalent biographical information (no more than two pages)
- a short statement that sets out what your ambitions would be for Demos, if appointed, as well as your qualifications for this post.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Search closes	Monday 14th March 2022
Final interviews confirmed and candidates notified	By end of w/c 21st March or early w/c 28th March 2022
Final formal interviews	w/c 28th March 2022

