

DEMOS

Chief Executive Officer



Welcome

Thank you so much for your interest in the important role of CEO at Demos. You would be joining a board and executive passionate about our mission to change Britain's democracy for the better, a brilliant young research team delivering high quality work and CASM at Demos – our centre on the relationship between tech and democracy.

We spent time last year developing the bones of a strategy to achieve our mission. We are now looking for someone who will lead the team to flesh out and deliver our strategy. This means focusing on developing our organisation and ways of working to grow our impact and on long term financial sustainability. The latter will require developing a financial strategy including a business model that enables us to diversify funding sources.

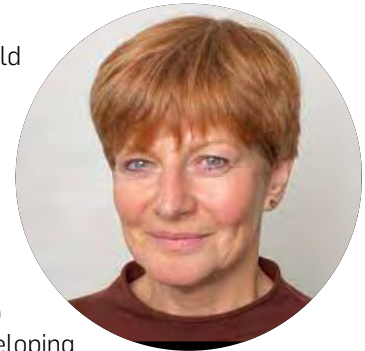
What does this mean for what we now need in our new CEO? We are looking for someone who can demonstrate impact both through personal influencing skills and building an organisational way of working that has significant impact on politics and the way policy making works. We are looking for someone who can demonstrate both successful personal fundraising and, through the way they have developed an organisation or part of it, a successful organisational approach more broadly. Finally, we are looking for someone who has experience of implementing organisational change that supports delivery of strategy both in terms of business model and leading people.

The Board has agreed considerable investment in new capabilities in the organisation to enable us to implement our ambitious strategy. You would have the opportunity to shape the senior team to deliver with you, complimenting the skills you bring. You would be able to input to new senior role profiles and be involved in those appointments.

Polly Mackenzie leaves a very strong legacy for our next CEO to build on. She will leave us with the intellectual clarity on what we are about: expressed in Polly's Making Democracy Work series published by Demos at the end of 2021. We are also indebted to Polly for turning around our finances and leaving us with healthy reserves. An outline of our vision, mission and strategy is available later in this recruitment pack.

If this role appeals and sounds like you, we would love to hear from you.

Dame Julie Mellor
Chair of Demos



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. We can only compromise over a common reality, and technological change has fragmented reality and undermined the tools through which compromise is forged.

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 departing 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.

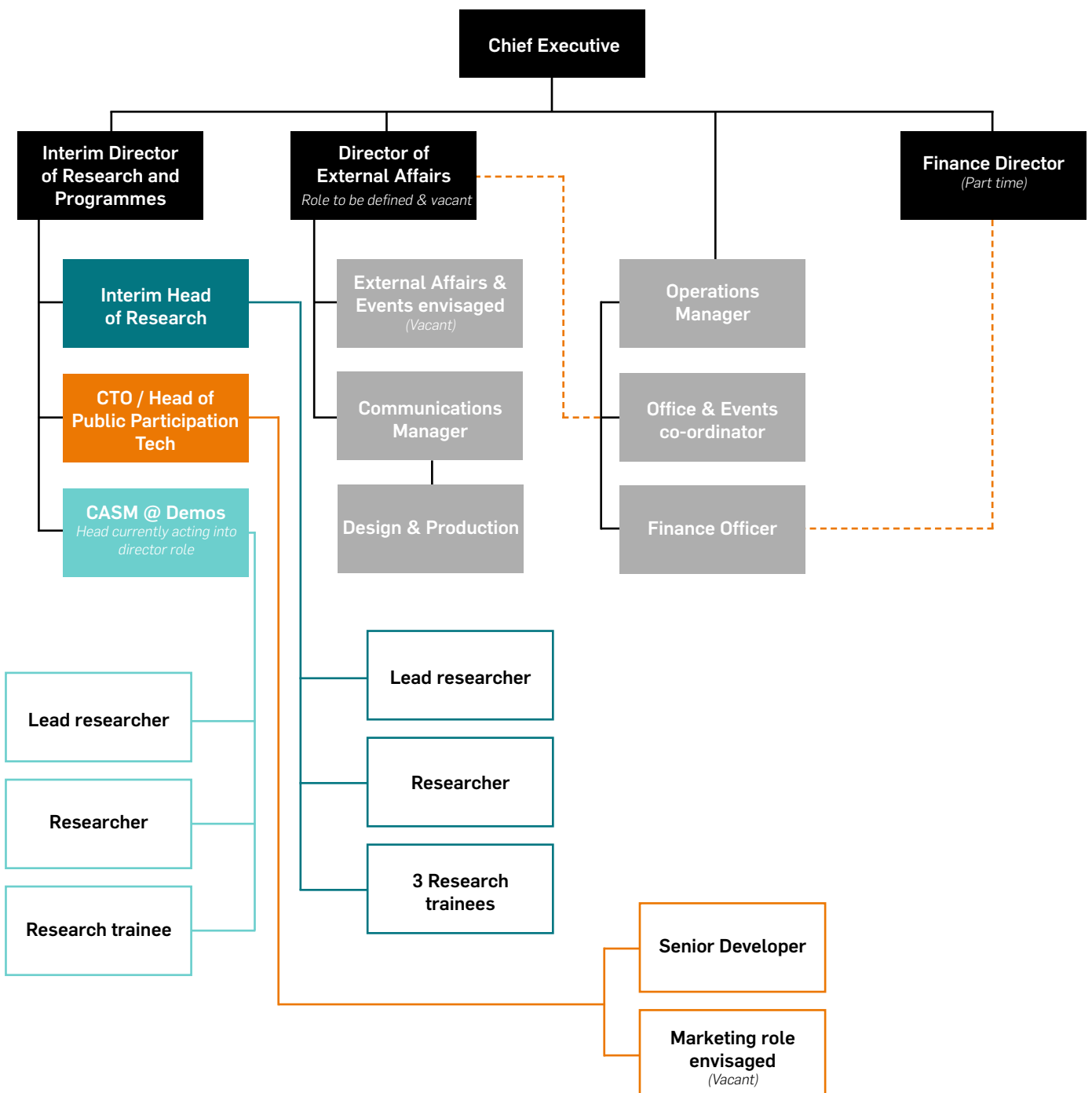
Finally, we want to further develop our organisation to deliver our strategy. We will:

- Aim to achieve turnover of more than £2m, a surplus each year and long term financial sustainability through developing a business model that enables us to diversify funding sources over time. Short term projects form a significant part of current income.
- Develop a diverse team with a next step being investment in external affairs and marketing expertise.
- Continue to develop our board – already strengthened by the recruitment of four new trustees in 2021 to help us develop and steer the delivery of our new strategy.

We will measure progress in the short term through assessment of how much the Demos voice and recommendations are heard and whether others promote our point of view and public participation methods. In the longer term we will measure others adoption of our methods, policies and changes in practice.

Our organisation

Our current structure is temporary until the arrival of a new CEO. There will be the opportunity to influence function, structure and posts.



Role Description

Role title Chief Executive Officer

Reports to Chair of the Board of Trustees

Role purpose To achieve a cohesive Demos able to contribute to political thinking and action as a way forward. The Chief Executive works with the Board on strategy formulation, strategic planning and governance, and has day to day responsibility for resourcing, operational performance and strategic impact, including the effective management of critical partnerships and stakeholder/funder relationships.

Key Responsibilities

- To articulate and pursue a clear vision and mission for Demos, working with the Board to evolve our mission over time and as circumstances change.
- To develop and embed strategic aims, a business model and financial strategy. Oversee the development of high quality plans to achieve our strategic aims and have accountability for delivery. Identify opportunities to grow our reach and influence and achieve long term financial sustainability.
- To maintain Demos at the cutting edge of thinking on the future of digital technology.
- To maximise our impact. Position the organisation at the vanguard of robust policy and service design through public participation. Build our profile as a thought leader and convenor of partners in the eco system of organisations with a passion for involving the public. Convene leading thinkers, politicians and policy makers from around the world to collaborate in the creation of insight and new thinking in this field. Represent Demos to the media and grow the ability of the team to do the same.
- To establish a results-oriented culture which encourages quality in research methods, creativity and 'relational state' thinking in policy development, entrepreneurial behaviour, internal and external collaboration and influencing of key stakeholders for all work.
- To deliver income targets agreed with the Board – developing a financial strategy including a business model that enables us to diversify funding sources.
- To make sure the organisation is healthy, effective and efficient with staff involved in developing the organisation and its tools, equipped with the skills to deliver, and empowered and held to account for doing so.
- To deliver sound governance arrangements to enable Trustees to fulfil their responsibilities.



Leadership and direction

- Strong leadership experience gained from successfully managing an organisation or a large division/department.
- Experience of creating new models and developing new strategies, turning them into practical plans for delivery.
- Experience of inspiring and leading organisational vision, including implementing systems and processes that enhance and accelerate organisational development.
- Proven track record in maintaining a positive, values led working culture that delivers high performance.

Managing

- Ability to inspire and motivate staff and other stakeholders to deliver our strategy.
- Team working – creating a collaborative work culture internally and externally.

Policy and public participation

- Expertise and reputation in the field of public participation with expertise and evidence of impact in at least one of research or policy and service design.
- Experience of innovating to solve social (or economic) problems or have positive social impact.
- Understanding and experience of digital world.

Influencing

- Experience of building organisational influence – external affairs strategy and approach.
- Ability to influence successfully at a senior level; experience of building high level, productive relationships with a diverse group of stakeholders – including politicians and public servants.
- Personal presence, persuasiveness and gravitas to be a dynamic and impactful ambassador for Demos
- Experience of, or aptitude for, media and conference communication.
- A network of contacts in business, politics, public servants and wider civil society.

Fundraising

- Fluent financial literacy and sharp acumen with the ability to exercise excellent financial and budgetary management.
- An engaging and inspiring personal style with a track record of success with diverse funders and sponsors.
- Ability to lead and develop financial strategy, deliver successful business models, and demonstrable understanding of trusts/foundations, private philanthropy and other vehicles for giving.

Results

- Creating a results-oriented culture — proven ability to deliver stretching organisational objectives and embed a culture where performance is paramount.
- Experience of managing a healthy organisation or part of one — overseeing the engagement, skill development, policies, systems and processes needed for sustainable delivery, stewardship of resources.
- Demonstrable track record in fundraising (or transferable experience in consulting, agency or similar environment).

Attributes

- Ambitious with a sense of urgency; a present, positive and resilient driving force within and outside Demos
- Intellectually curious and creative mind-set.
- Strong business acumen.
- Ability to recognise opportunity and the entrepreneurial flair to act upon it.
- Passionate about public participation.
- Future-focused - pushes the organisation to remain ahead of the curve and always looks to the horizon.

Terms of Appointment

Salary

£100k – more for outstanding candidates

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.

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-chief-exec/> 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	16th May 2022
Structured discussions with candidates	w/c 30th May and w/c 6th June 2022
Final interviews confirmed and candidates notified	w/c 13th June 2022
Final formal interviews	6th and 7th July 2022

