

DEMOS

Director of Research and Policy



Welcome

Thank you for your interest in the important role of Director of Research and Policy at Demos. This is a new and critical appointment for our organisation, not only leading the research team but also working with our new CEO to grow our impact and build long term financial sustainability. We are 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 relationship between tech and democracy.

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, leading our multidisciplinary research team across our diverse portfolio of projects. You will help build the market for our "participation tech" offer, shape our policy agenda, and bring in funding for a range of new programmes to help build a more collaborative democracy.

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, with strong communication skills and collaborative working style. You will take responsibility as a member of the senior

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.

Dame Julie Mellor
Chair



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 will continue to maintain a healthy organisation that is capable of delivering on these goals.

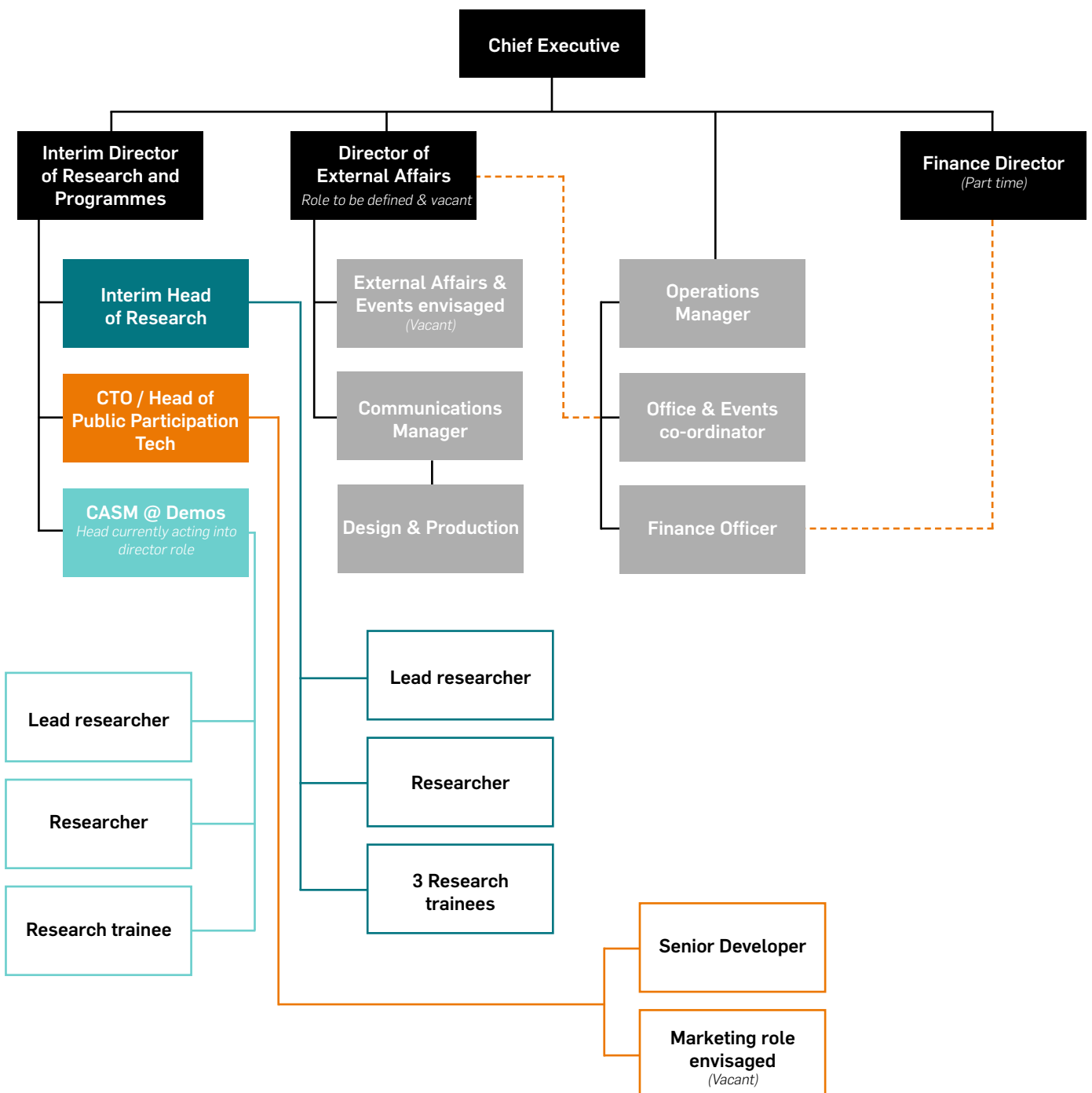
Finally, we want to further develop our organisation to deliver our strategy. We will:

- 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	Director of Research and Policy
Reports to	Chief Executive
Responsible for	c15 colleagues within three teams: core research team, CASM and Participation Tech.

This is a core leadership role for Demos, working directly to the Chief Executive and in close collaboration with the Director of External Affairs. You will be central to the development of the organisation in the years to come, as we grow in size, reach and impact. You will lead our core research programme and oversee our specialist teams, CASM and Participation Tech.

Responsibilities

Research

- Responsible for the design, inception and delivery of Demos' research strategy.
- Contribute intellectual leadership, research input and supervision of reports across the research programme.
- Oversight of our Participation Tech programme and CASM, our centre of expertise in digital technology policy.
- Leading development and innovation in research capabilities and techniques across the research team.
- Directly responsible for research outputs across the research programme.
- Work collaboratively with colleagues to deliver a timely, efficient research delivery in line with project budgets.
- Lead the QA process for projects and Demos as a whole.

Fundraising

- Work with the Chief Executive to design and deliver fundraising strategy for our research programme.
- Support the development of fundraising capabilities across the research team.
- Contribute to wider fundraising activities by the senior leadership team, such as party conference, event series, and donations.
- Collaborate with senior leadership colleagues to develop and manage relationships with funding organisations including businesses, trusts and foundations.

Relationships

- Represent Demos in the media, including publishing articles and contributing to broadcast media.
- Maintain a high-level network of stakeholders and policy makers in relevant policy, political, corporate and civil society organisations.
- Lead and participate in meetings and research events on behalf of Demos.
- Present at seminars and events on behalf of Demos.

Leadership and management

- Member of the Senior Leadership Team of Demos, responsible with the Chief Executive for delivering strategy by growing our influence and impact and our range of funding sources.
- Lead and manage the research team, including oversight of CASM and Participation Tech.
- Support personal and professional development of research team members, providing feedback on work and setting useful goals.
- Contribute to the intellectual capital of Demos across the full portfolio of work, including events, technology research and major projects.
- Deputise for the Chief Executive as needed.

Person Specification

This is an exciting opportunity for someone ambitious to be part of our corporate leadership as well as leading the research team. We are a high profile, well-established think tank, 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

- Experience of conducting and supervising high quality, mixed-methods research, and develop effective, creative public policy proposals.
- Demonstrable experience in leading and managing a multi-disciplinary team, including providing quality assurance across a range of qualitative and quantitative research techniques.
- A strong and demonstrable record in fundraising or business development, with the ability to write, and train others to write, funding applications and project proposals.
- Experience of developing mutually beneficial relationships with key stakeholder groups and building strong relationships, internally and externally.
- Experience of handling competing priorities, working to tight deadlines and delivering results.
- Experience of building organisational influence.

Skills and abilities

- A strong interest in the UK policy and political environment, keeping abreast of the latest policy developments and issues.
- Ability to influence successfully at senior levels; experience of building high level, productive relationships with diverse stakeholders.
- Ability to thrive in a fast-paced environment, and keep multiple projects and objectives on track.
- Ability to plan and run projects on time and on budget, and supervise compliance with diverse funder requirements across the charitable and commercial sectors.
- Highly collaborative with the ability to be adaptive; 'can-do' attitude.

Leadership and behaviours

- A demonstrable track record in managing and motivating a diverse team.
- 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 leadership and management skills and a commitment to building and developing a team and an organisation.
- Self-motivated with outstanding interpersonal skills and a collaborative style.

Terms of Appointment

Salary

£75,000 – more for exceptional candidates

Contract

The appointment is offered on a full time contract, on a permanent basis.

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-research-policy/> 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	Friday 22nd July 2022
Structured discussions with candidates	w/c 25th July 2022
Final interviews confirmed and candidates notified	Early August 2022 (and probably by 5th August)
Final formal interviews	Likely to be in mid-August (possibly the 11th or 12th August) or in early September 2022

This process is scheduled to run over the Summer holiday period. Please tell us any dates when you would not be available to participate in the selection process, either in person or virtually.

