

# DEMOS

## CANDIDATE PACK FOR DIRECTOR OF POLICY AND IMPACT



# WELCOME

---

Thank you for your interest in this exciting position of Director of Policy and Impact at Demos. In this role, you will nurture the intellectual heart of Demos, bringing your own unique ideas to inspire fresh and bold thinking that rises to the challenges of this political era. You will be hungry to achieve real world change through our work, ambitious for your colleagues, and collaborative to the core.

As Director of Policy and Impact, you will work closely with myself and the rest of the executive team, leading our policy portfolio, building the funding routes to achieve it, and making sure that we achieve our ambitions to have real-world impact.

Demos is a leading cross-party think tank producing research and policies that have been adopted by successive governments for over 30 years. We do policy work differently: we start by listening to people who are ultimately affected by the policy and believe that involving people will produce better policies, strengthen citizenry and rebuild trust in politics. By working differently we can imagine and deliver bold new ideas that are up to the challenges of our times.

Our goal is to change Britain's democracy for the better: improving how policy is made, how politics is conducted, and how power is shared. Our work spans four pillars: Public Service Reform, the Citizen Economy, Trustworthy Technology and Collaborative Democracy. You will have an interest in all four, creative thoughts about how they join up and passion to develop your own intellectual space alongside colleagues.

This is an exciting opportunity for someone who is ambitious about the change we can make. We are a high profile, well-established think tank, but there is plenty of room to grow, and the scale of the challenges the country faces today requires ambition and new thinking.

The ideal candidate will have experience in devising policies with demonstrable impact, a strong political network, a thirst to improve the political system, and a commitment to do so differently: by bringing the voices of people outside the current system into the heart of it.

You will be a creative and inspirational thinker, looking for novel ideas that capture imaginations - but that are backed by the rigour and evidence to achieve change. You will have a strong instinct to shape our policy portfolio for impact, a proven ability to bring in funding to support policy and research work, and a strategic approach to how you do it. You will inspire and support our talented and committed team. You will take responsibility as a member of the executive team as well as deputise for the Chief Executive as needed.

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



Polly Curtis  
Chief Executive

# ABOUT DEMOS

---

Demos is Britain's leading cross-party think tank. We put people at the heart of policy-making to create bold ideas and a more collaborative democracy.

Our analysis is that the current system of policy-making isn't working. It's either too partisan to address the big underlying problems we agree on, or too technocratic to find solutions that resonate for all. As a result, our political system isn't trusted to improve people's lives.

At Demos we believe that there is a better way: one which puts people first to achieve fundamental and lasting change and overcome divisions. We call this collaborative democracy. By creating ways for the political system to partner with the public, experts, civil society and business, we can produce better policy, strengthen citizenry and rebuild trust in politics. As a genuinely cross-party think tank, we work with all parties and none to find solutions that work for more people.

Only by listening to people and building consensus can you find the ideas which will stand the test of time. We do this by applying the most innovative research methods to gather robust data and insights, we convene conversations that are both influential and inclusive, and we develop new ways to put people at the heart of policy making.

Our work focuses on:

- **Public Service Reform**, to liberate citizens and public servants and prevent problems
- **A Citizen Economy**, where people, businesses, charities and government work together to achieve growth that works for people as well as profits
- More **Trustworthy Technology**, in which technological progress aligns with the needs and values of citizens
- A more **Collaborative Democracy**, in which politicians, experts and citizens partner to tackle the challenges facing our country

Our research, policy and advocacy is based on cutting edge methods and participatory technology which goes further than traditional models of consultation. It seeks to find compromise and reach collective judgements, rather than stoke disagreement.

## OUR VALUES

We are cross-party. We collaborate. We listen. We are radically inclusive. We are practical about the problems we face, rigorous about the evidence we gather, and ambitious about society's capacity to solve the most pressing problems, together.

## DIVERSITY, INCLUSION, EQUITY AND JUSTICE

We have a new strategy designed to embed DIEJ in everything we do - in our research and policy project, how we convene conversations, recruit the team and work together. Our focus on participation is designed in part to tackle structural injustices in how policy is made and how politics is conducted.

## OUR STRATEGY

Demos has grown over the past three years, by diversifying its funding revenues and is working to develop longer term funding models. It partners with foundations, businesses, other charities and governments to fund its research and policy work, which is all published independently.

To find out more, go to: [www.demos.org.uk](http://www.demos.org.uk)

# ROLE DESCRIPTION

---

<b>Role:</b>	Director of Policy and Impact
<b>Reports to:</b>	Chief Executive
<b>Line management:</b>	Head of Social Policy, Head of External Affairs, Fellows; dotted line across the policy and participation team.
<b>Leadership:</b>	oversee policy heads, lead the Impact team; co-lead the Policy and Participation team with the Director of Research and Participation.

This is a core leadership role for Demos, working directly to the Chief Executive and in close collaboration with the Director of Research and Participation to run the policy and participation team and with a wider executive team which also consists of the Director of Participatory Programmes and Director of Digital Policy, supported by a Head of Operations. You will be central to the development of the organisation in years to come, as we grow in size, reach and impact. You will oversee our core policy programmes that shape our voice and impact in the world, and run the impact team which ensures all of our work is reaching the right audiences.

## RESPONSIBILITIES

### POLICY

- Responsible with the chief executive for overseeing the influencing strategy, the policy portfolio, how it comes together and developing new funded programmes of work
- Contribute intellectual leadership, and supervision of policy development across our team and portfolio
- Delivering some select projects directly
- Ensure that our policy making is grounded in rigorous research and participatory processes, working closely with the Director of Research and Participation and wider executive team, and leading innovation in policy design across the team
- Directly responsible for policy outputs in quality, efficiency and timeliness for projects and programmes that this role is the executive lead for; and for supporting systems to do so across the portfolio
- Managing our programme of fellows, enabling us to engage a wider network of policy thinkers in our work.

### IMPACT

- Maintain a high-level network of stakeholders and policy makers in relevant political, policy, corporate and civil society organisations
- Develop the voice of Demos in the media, including by publishing articles and contributing to broadcast media, and enabling others across the team do to so by leading the Impact team
- Executive responsibility and oversight of media, social media, events and political engagement
- Overseeing our party conference activities.

### FUNDRAISING

- Personally responsible for bringing in new funding streams to fund policy programmes; working with the Chief Executive to design and deliver fundraising strategy for the whole organisation
- Collaborate with senior leadership colleagues to develop and manage relationships with funding organisations including businesses, government, trusts and foundations
- Contribute to wider fundraising activities with the senior leadership team, such as events series, networks and supporting colleagues to monetise our participation work
- Support the development of fundraising capabilities across the team.

### LEADERSHIP AND MANAGEMENT

- Member of the Executive of Demos, responsible with the Chief Executive for growing our influence and impact
- Co-lead and manage the policy and participation team, jointly with the Director of Research and Participation
- Champion our Diversity, Inclusion, Equity and Justice (DIEJ) strategy across the organisation, embedding it in all our activities and ways of working
- Support personal and professional development of team members, providing constructive feedback on work and setting goals
- Deputise for the Chief Executive as required.

# PERSON SPECIFICATION

---

This is an exciting opportunity for someone who is ambitious to be part of our executive leadership and lead our influencing work. You will be excited by the opportunity to work across a broad portfolio. You will be ambitious about the impact we will have in the world.

## DEMONSTRABLE EXPERIENCE OF

- Personal experience of thought leadership in a policy area you would want to expand at Demos, as part of our current pillars - we are flexible as to what this might be
- Creative policy design and proven evidence that your ideas have been adopted at a significant level
- Political networks that can be leveraged for policy impact
- Building organisational influence
- Leading and managing a multi-disciplinary team, including providing quality assurance across a range of policy design methods
- Fundraising or business development, with the ability to write, and train others to write, successful funding applications and project proposals, and build relationships with existing and potential funders
- Developing mutually beneficial relationships with key stakeholder groups and building strong relationships, internally and externally
- Handling competing priorities, working to tight deadlines and delivering results.

## SKILLS AND ABILITIES

- An understanding of how to navigate the UK policy and political environment, having played significant roles in policy formation and landing recommendations already
- Ability to influence successfully at senior levels, including with political stakeholders; 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
- Skills for planning and running projects on time and on budget, and supervise compliance with diverse funder requirements across the charitable and commercial sectors.

## LEADERSHIP AND BEHAVIOURS

- Highly collaborative in approach to working with colleagues and external partners
- A passion for the kind of politics we want to promote, coupled with an open mind and inclusive approach to working with people whose ideas and opinions differ
- A demonstrable track record in managing and motivating a diverse team, with a personal record of impactful leadership on DIEJ
- Exceptional leadership and management skills and a commitment to building and developing a team and an organisation.

# TERMS OF APPOINTMENT

---

## SALARY

c£80,000

## 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 would anticipate for this role this would be about three days each week in the office, 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

---

We hope you will consider making an application. To make an application, please go to <https://starfishsearch.com/jobs/demos-dir-pol-im/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this appointment is right for you and how you meet the criteria.

We would also be grateful if you would 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.

<b>Closing date:</b>	Friday 6th December 2024
<b>First stage interviews:</b>	Friday 13th December 2024 (AM)
<b>Final panel interviews:</b>	TBC mid-w/c Monday 16th December 2024