#WinningWithWilliams

# The Office of the Leader

How Adam will deliver for members, and the team he will build to help him do it.

**Adam Williams**

for Leader of the Social Democratic Party

NOVEMBER 2026

INTRODUCTION

# A word from Adam

**Every candidate has brought good ideas to this election, so I want to set out how I would actually deliver mine.**

Leadership elections are always full of ideas, and plenty of them are good ones, but an idea is only worth something if someone carries it through. Our party has never had the team it needs to turn its ambition into results, and I think that has held us back more than anything else.

We have members that most parties would envy, people who give up their evenings and weekends because they believe in what we stand for, yet we have never given them the structure to back that effort up. Too much of the work falls on too few people, and too many good ideas never make it past the first meeting.

The Office of the Leader is how I plan to fix that. It would be a small team drawn from our own members, each with a job to do, whether that is winning elections, raising money, reaching voters or supporting branches across the country. I have no interest in adding more meetings or more layers to the party, I want the work done and I want the work done well.

I know this can work because I have watched it happen. My campaign has been run entirely by volunteers since September, on very little money, and it has shown me what our members can do when they are organised and trusted with a clear job. I want the whole party to have that same chance.

I also want this team to belong to everyone. Whoever you supported in this election the door is open, and I would like the people who backed Seb and Ellie to be part of it just as much as the people who backed me.

**Adam Williams**
for Leader of the Social Democratic Party

SUMMARY

# At a glance

**A small volunteer team that helps the leader deliver for members, works alongside the NCC and is open to talented people from every campaign.**

## What it is, and what it is not

| IT IS | IT IS NOT |
|---|---|
| A small team of volunteers helping the leader deliver for members | Another layer of bureaucracy |
| Focused on practical work, such as elections, fundraising, data, communications and member engagement | A body that makes party policy, which stays with members and the party's existing processes |
| Support for branches, regions and volunteers | A replacement for the NCC or any other elected body |
| Open to talented members from every part of the party | A reward for one campaign's supporters |
| Answerable for results, with the leader responsible for its failures as well as its successes | A new spending commitment, since it starts with volunteers and stays within the NCC-approved budget |

WORKING WITH THE NCC AND PARTY OFFICERS

The Office of the Leader would work to responsibilities agreed with the NCC and the relevant officers, supporting the party's existing processes rather than replacing them. It gives the party extra hands, people who can pick up practical work, support volunteers and help turn decisions into action.

PART ONE

# Why this matters

01

**Our party runs on the goodwill of a small number of hard-working volunteers, which is a real strength, but it only goes so far.**

- **Too much depends on too few.** The same handful of people carry most of the load, and when one of them steps back the work tends to stop with them.
- **Roles are not always clear.** A lot of important work is done informally, so it is not always obvious who is responsible for what, or who members should go to for help.
- **Branches are often left on their own.** Regional teams do brilliant work, but without support from the centre on data, campaigning, design or fundraising, each one ends up starting from scratch.
- **Ambition needs a plan behind it.** If we are serious about growing, winning seats and one day forming a government, we need a team built to get us there, rather than one that just keeps the lights on.

None of this is anyone's fault. It is what happens when a party grows on enthusiasm alone, and the Office of the Leader is about giving that enthusiasm some structure to work with.

> TESTED ON THIS CAMPAIGN
>
> Around ten volunteers have run this campaign since September, putting in hundreds of hours with clear roles and a shared plan. The Office of the Leader would take that way of working and open it up to the whole party.

PART TWO

# The team

02

## Every role has a clear job attached to it, so members will always know who to go to.

| ROLE | WHAT THEY DO | WHAT MEMBERS WILL SEE |
|---|---|---|
| **Deputy Leader** | Works closely with the leader, stands in when needed and helps keep the party united | A second senior voice for members |
| **Chief of Staff** | Keeps the team running, setting priorities, coordinating the work and making sure things get done on time | Actionable plans with clear lines of communication and authority |
| **Head of Data and Strategy** | Works with the Secretary, the relevant officers, teams and volunteers, using authorised data, to understand where our members and voters are and build a campaign plan around it | Planned target seats with informed decisions made using data |
| **Head of Elections** | Helps teams prepare their campaigns and supports candidates through the party's existing processes, working with the Nominating Officer on nominations | Candidates who feel properly supported, and branches with a clear plan for polling day |
| **Head of Fundraising** | Works with the Treasurer and branches on a fundraising strategy, and on hitting our fundraising targets | More money for campaigns and branches |
| **Engagement Lead** | Makes sure members are heard and kept in the loop, helps volunteers find something useful to do, and works with local organisers on training, templates and campaign support | Regular updates, more chances to ask questions and an easier way in for new members |
| **Party Development Lead** | Takes the next stage of the Party Review forward with the Chair, Secretary and NCC, working with the Engagement Lead and regional organisers to hear what members need, find where local teams need help and work up options for how the party organises as it grows | A say in the proposals, a clear account of what members told us, and a phased plan showing what can start straight away and what needs consultation and approval first |
| **Social Media Lead** | Runs the party's online presence and gives branches content they can use straight away | A stronger and more consistent voice for the party online |
| **Media Lead** | Builds relationships with journalists and gets our message out to the wider public | More coverage for the party and its candidates |
| **Graphics and video team** | Produces professional design and video for the party and its branches | Better materials for every campaign, branch support and templates |

The Office would work to responsibilities agreed with the NCC and the relevant officers. It starts with volunteers, and the work is split into roles small enough that people can keep them up alongside the rest of their lives.

PART THREE

# Open to every member 03

**Adam has pledged to bring the whole party together after this election, including the other candidates and their teams, and the Office of the Leader is how he intends to do it.**

- **An invitation to Seb and Ellie.** If elected, Adam will invite Seb and Ellie to talk about how they and their teams would like to get involved.
- **Open to eligible members across the party.** Whoever you backed in this election you will be welcome, because the party needs the talent and energy that all three campaigns have shown.
- **Fair and open appointments.** Appointments will follow the existing routes, with NCC approval where required, and every role and contact will be published so members know who does what.

PART FOUR

# Building skills across the party 04

**A strong team at the centre only gets us so far, so the rest of the job is making every branch and every volunteer stronger too.**

Once the team is in place, it will run skills workshops for members, led by people in the Office of the Leader and others with the right experience, covering:

- campaigning and canvassing;
- social media and design for branches;
- using data to target effort;
- fundraising locally;
- supporting candidates and running local elections.

The goal is to have more members with the confidence and skills to make a difference where they live, and a party that no longer relies on a handful of people to keep going.

## How it works in practice

The Engagement Lead helps volunteers find something useful to do and works with local organisers on training, templates and campaign support. The Party Development Lead then draws on that experience, along with the members' survey and conversations with organisers, to put together proposals for how the party should organise as it grows, starting with what volunteers can realistically manage today and building towards more local teams and branches wherever there are enough people to support them.

PART FIVE

# The first 100 days

05

**The first 100 days are split into four phases, so members know what to expect and can hold the leader to it.**

| 1 | 2 | 3 | 4 |
|---|---|---|---|
| **Build the team** | **Listen and plan** | **Deliver early wins** | **Report back** |
| Days 1 to 30 | Days 31 to 60 | Days 61 to 90 | Days 91 to 100 |

PHASE ONE · DAYS 1 TO 30

## Build the team

- **Week one: reaching out.** Adam invites Seb and Ellie to talk about how they and their teams would like to get involved, and meets the Chair, the NCC and the relevant officers to agree what the Office is responsible for.
- **Week one: opening the roles.** Role descriptions are published to eligible members, with applications open for two weeks.
- **Weeks two to four: appointments.** Appointments follow the existing routes, with NCC approval where required, aiming for a team that reflects every region and every campaign.
- **Day 30: roles and contacts published.** Every member is told who does what, and how to get hold of each lead.

PHASE TWO · DAYS 31 TO 60

## Listen and plan

- **Hearing from members.** The Engagement Lead runs a members' survey and calls with regional organisers to find out what branches need most.
- **Taking the Party Review forward.** The Party Development Lead picks up the Interim Party Review with the Chair, Secretary and NCC, using what members have told us.
- **Understanding where we stand.** The Head of Data and Strategy works with the Secretary, using authorised data, to see where our members are and where we have done best.
- **Getting ready for May.** The Head of Elections checks which branches have candidates and plans in place for next May's local elections, and where they need help.
- **A fundraising plan.** The Head of Fundraising works with the Treasurer and branches on a fundraising strategy and targets.
- **Day 60: progress update.** Members receive a written progress update, followed by an open online Q&A with Adam.

PHASE THREE · DAYS 61 TO 90

## Deliver early wins

- **Support for candidates.** A support pack for May candidates, worked through the existing candidate processes, with guidance, template leaflets and social media graphics.
- **A toolkit for branches.** Ready-made materials so no branch has to start from scratch, including editable leaflets, a local campaign checklist, guidance for branches and volunteers, and a short guide to welcoming new volunteers and members.
- **An election fund.** The first fundraising appeal, aimed at the May campaign.
- **The first skills workshops.** Two online sessions open to all members, starting with campaigning and social media.
- **Local press.** The Media Lead puts together a press list and a plan for getting our candidates covered in their local media.

PHASE FOUR · DAYS 91 TO 100

## Report back

- **The party strategy.** Published to every member, and shaped by what we heard during the first 100 days.
- **A report on the Office.** A separate report setting out what the Office delivered, where it fell short and what comes next, with nothing left out.
- **A members' Q&A.** Adam and the team take questions on the report, live and online.
- **The year ahead.** A timetable of skills workshops for the rest of the year, published to every member.

## What members will see throughout

| COMMITMENT | WHAT IT MEANS |
|---|---|
| **A named contact** | Every area of work has a lead, so members always know who to go to |
| **Regular updates** | Roles and contacts at day 30, a progress update at day 60, then the party strategy and the Office's report at day 100 |
| **Open Q&As** | A chance to put questions to Adam and the team at day 60 and again at day 100 |
| **Honest reporting** | Members will hear where things have worked and where they have not |

QUESTIONS

# Your questions answered

**What will it cost?**

We would start with volunteers, with the work split into roles that people can manage on a voluntary basis, and spending would stay within the NCC-approved budget. If income grows enough to pay for staff and there is a clear need, paid roles would go through the usual approvals process.

**Does this take power away from the NCC?**

No. The Office would work to responsibilities agreed with the NCC and the relevant officers, and it supports the party's existing processes rather than replacing them.

**Will this team decide party policy?**

No. Policy stays with members and the party's existing processes. The team is there to deliver, which means elections, fundraising, data, communications and support for branches.

**Is this just jobs for Adam's supporters?**

No. Volunteer roles are open to eligible members across the party, appointments follow the existing routes with NCC approval where required, and if elected Adam will invite Seb and Ellie to talk about how they and their teams would like to get involved.

**Is this too much for a party our size?**

The roles are kept deliberately small and fit around the time volunteers have to give. Most of what the Office does is organise the effort members already put in, so that it goes further.

**Who is responsible if it does not work?**

The leader. Adam believes a leader should own the failures as well as the successes, and be judged on results.

## One party. One team.

Voting opens on Monday 16 November. Vote Adam Williams for Leader of the Social Democratic Party.

winningwithwilliams.co.uk