



Head of Policy
& Influencing

Welcome - CEO

Thank you for your interest in this critical role for Turn2us. We are looking forward to hearing from people who share our deep commitment to supporting those who are facing financial shock in the UK. Your contribution will make a direct and tangible difference to people's lives, every day.

Since I started at Turn2us in March 2019, it has been a privilege to see the incredible work that Turn2us does. We support millions to change their lives for the better, every year. The level of organisational knowledge about our core business is extensive – we really know our stuff. And there is a very short distance between impulse and impact: the freedom to act in simple, pragmatic ways that are immediately helpful is a significant aspect of the rewards of working here.

Our overall ratio of investment to out turn is well above average. One good example is our Benefits Calculator, which costs around £350k per year to run. Used nearly 2.8m times in 2019/20, we believe that 232,000 claimants will have successfully secured an average income uplift of £5,320 if they continue to claim for a full year. That is a staggering £1.2 billion of previously unclaimed benefits going to where they were intended.

Of course, many of our activities are by their nature about people helping people, one individual or one family at a time – and we know that this work is amplified incredibly effectively by our strong partnerships with other charities and organisations working in local communities. A key priority for the future is to enable the organisation to understand how to do so and devise a plan to maximise our impact with and for people and to tackle the system that fails so many of us.

Our culture is a very significant pull factor for people joining this organisation – how we are being, just as much as what we are doing. Our approach is infused with a sense of highly competent humility, facilitating and enabling colleagues, partners and crucially those for whom we exist to co-create solutions that work.

In the context of some important conversations taking place in our sector, I am unequivocal about our organisational commitment to Equity, Diversity & Inclusion, embedded in values and behaviours that enhance our working culture. An uncompromising personal commitment to working towards a fully diverse and inclusive working environment is essential for these roles, and comes ahead of other requirements.

The last few years have been extremely challenging for people across the UK. The number of people in unpredictable employment, holding down several jobs to make ends meet, and the impact of Covid's lockdown has led to structural instability in many communities. The rapid rise in foodbank usage is a canary in the mine for fundamental problems ahead. So, working with partners, we have to grow our impact, and this recruitment is a major investment in the strength and capacity of our staff as we build a model that will take us confidently into the future.

Thomas Lawson,
Chief Executive Officer

From your hiring manager

Over the last decade the UK has faced unprecedented national challenges resulting in economic instability.

In response, Turn2us is evolving its 2023-28 strategy, setting out our vision where everyone in the UK has the financial security they need to thrive. Our purpose is to offer support to those of us facing financial shocks and together we challenge the systems and perceptions that cause financial insecurity.

The Head of Policy and Influencing is a new role which will be pivotal in steering and navigating the change we want to make in collaboration with others.

Unexpected illness, job loss or relationship breakdown can turn any of our lives upside down, leading to loss of income, increased costs, loss of housing, and financial crisis for any of us and our families. Around 14.4 million people live in poverty in the UK, including 4.5 million children.

Turn2us is here to end the crippling impact of financial shocks by making grants to people and families, highlighting ways to reduce essential costs, and providing information so people can increase their income through welfare benefits, other charities' grants and other support. No one in the UK should live in poverty.

The Head of Policy and Influencing presents an extraordinary opportunity to join an inspirational and focused team that's building and delivering our Policy, Public Affairs and Influencing Strategy. Our economic system is not fit for purpose. Whilst overhauling the current system will not be straightforward, there is a growing desire across civil society, the commercial sector, and parts of government to work together to change the status quo, and work directly with communities exploring pioneering solutions.

We will join forces with a wide range of partners, facilitating (with others) a broad coalition for change. Over the next five years we will take steps towards that goal of designing a fairer economy, working with both UK wide decision makers, and alongside the people and families at the centre of communities driving change.

You will be the driver of helping us to create this change, working hand in hand with colleagues in the Impact and Innovation directorate and the Programmes and Partnerships directorate.

This pack provides information about our work, structure and our strategic plans for the future. You will also find specific details for this role and information on how to apply.

We would love to hear from you.

Claire Atchia McMaster,
Director of Income and External Affairs

Job description

Head of Policy & Influencing

Job title:	Head of Policy & Influencing
Department:	Income & External Affairs Directorate
Reports to:	Director of Income & External Affairs
Location:	Hybrid: Head Office, Hammersmith, London, W6 & Home Working
Type of role:	Permanent, full-time

Introduction

We are in the grip of tectonic shifts in poverty in the UK. This role will be pivotal in guiding Turn2us to devise and deliver the positive change that the country needs.

Purpose of the role

The Head of Policy and Influencing is responsible for building, leading and inspiring the Policy Team to maximise systems change and positive policy as a key component of Turn2us's new strategy.

Reporting to the Director of Income Generation and External Affairs, the Head of Policy and Influencing will develop and implement a strategy to deliver societal change in line with the organisations long term objectives. In addition, the Head of Policy and Influencing is responsible for managing their own relationships, sector partnerships and policy initiatives. The post holder will work closely with the Director of Income Generation and External Affairs, CEO, and members of the Leadership team to provide high quality management of key policy and influencing relationships, as well as to advance the wider goals for the broader organisation.

The successful candidate will have experience of securing positive policy change at a national, local and nations level, proven ability to devise and deliver effective strategies, and sound management experience. The ability to make a strong case for policy change in Turn2us's key areas of work is crucial. See person specification below for more details.

Equity, Diversity, Inclusion and Belonging (EDIB) is of strategic importance within the organisation and recognised as integral to all we do. Central to pursuing our EDIB mission is building diverse and inclusive teams in which everyone has a sense of belonging. We believe inclusion is a social justice issue - a principle that underpins our all EDIB work.

Key responsibilities and accountabilities

1. To lead on Policy and Influencing at UK wide and local levels

Lead Turn2us's increasingly confident and collaborative role in achieving systemic change for people affected by and at risk of financial shocks, through partnerships, policy and advocacy

- To develop, with people facing financial hardship at its centre, Turn2us's approach to systems change as a central tenet of Turn2us's five year strategy (2023-2028)
- Help us paint a bold, ambitious picture of the change needed to transform society and work across the organisation to lead a policy and advocacy strategy and iterate its development with key Directorates (Programmes and Partnerships, Insight and Innovation)
- To build relationships and represent Turn2us with key influencers that include; elected and nonelected officials, national and local government departments, businesses and regulators, charity and social sector partners, think tanks and research bodies

- Work with Programmes and Partnerships to identify opportunities for collaborations regionally and locally where Turn2us can influence practice and policy within statutory, civil society and commercial sectors
- Lead the production of key policy outputs, including statements, research and policy reports, briefings and consultation responses

2. To lead on strategy development and stakeholder engagement

Work with the Chief Executive and Leadership Team to drive forward the organisation's strategy and plans with influencers, parliamentarians and key stakeholders

- Work with the CEO and Leadership Team(s) to set the tone and agree the messaging for our policy and public affairs work, ensuring it aligns with our strategic aims
- Lead and shape our political engagement: create bold but achievable calls to action that inspire and galvanise political leaders and bring about real, tangible change
- Identify opportunities to develop innovative ways of reaching political and parliamentary audiences, including working in partnership with key stakeholders, where appropriate
- Provide counsel to the CEO, Trustees and Directors on horizon scanning, political and stakeholder relationship building, influencing and risk and reputation management
- Ensure insightful and evidence driven policy is both proactive and reactive, but always focussed on the development of solutions to problems faced by people facing financial insecurity
- Oversee Turn2us's role as secretariat for the All Party Parliamentary Group on Universal Credit, working closely with the Co-Chairs to ensure it is a useful vehicle for influencing and educating parliamentarians
- Represent Turn2us at a range of levels including on public platforms, co-ordinating and participating in briefings with Ministers, civil servants, parliamentarians and relevant policy makers
- Oversee our public affairs and parliamentary strategy in Westminster, Scotland and Wales that achieves political objectives and increases Turn2us' profile
- Ensure the team provides regular, up to date and concise analysis of policy developments for the organisation, including colleagues in OLT, OMT and Trustees

Work in coalition with a broad range of stakeholders and identify Turn2us's role in contributing to building a movement with partners and people facing financial insecurity

- Oversee the involvement of people facing financial insecurity in the development of our policy and advocacy strategy to ensure political campaigns are co-produced with people experiencing financial insecurity
- Work with External Affairs to oversee the development of impact focussed campaigns, underpinned by sound methodology, evidence and exemplary project management
- Work collaboratively with the Head of Strategic Communications and Head of Impact to create compelling policy narratives - articulating clear arguments supported by convincing evidence demonstrating impact
- Position Turn2us as a leading voice on financial inclusion across a wide set of decision makers

3. Build and develop a High Performing Policy and Public Affairs Team

- Oversee the implementation of Turn2us's policy and advocacy strategy incorporating key KPIs and methodologies of tracking progress against the I&EA Operational Plan
- Contribute to a supportive, high-performing, and collaborative working culture within the team and wider Directorate, with an emphasis on continual improvement
- Manage the Policy & Public Affairs budget and ensure it is used to maximum effect in support of Turn2us' influencing objectives
- Adhere to all charity organisation standards, policies and procedures
- Comply with the data protection regulations, ensuring that information on prospects and donors remains confidential
- Carry out our duties in a way which complies with our policies on safeguarding and EDIB

These are the normal duties, which the Charity requires from the position. However, it is necessary for all staff to be flexible and all employees will be required from time to time to perform other duties as may be required by the Charity for the efficient running of the charity. This Job Description is non-contractual. It will be reviewed from time to time and may be subject to change.

At Turn2us, we are committed to protecting personnel, children, adults, and service users from any harm arising from each other, themselves, our activities, or organisational failings whilst in contact with us. The post holder will be required to follow the safeguarding policy and will be responsible for integrating safeguarding into all aspects of their work.

The post holder will be expected to ensure that their work complies with contractual terms and conditions, the Charity's policies and procedures and key legislation, such as data protection and charity law.

Person specification

Head of Policy & Influencing

Experience

Essential:

- Experience of leading strategic policy development and delivery
- Demonstrable experience of producing high quality written work to influence policy outcomes
- Proven track record of achieving positive political change
- Track record of successfully working with and influencing policy makers: including MSPs, Senedd Members, MPs, civil servants, and Ministers
- Track-record of working cross-organisationally
- Management of staff and/or volunteers

Desirable:

- Extensive experience of working in a high-pressured policy environment
- Experience of organising events, e.g. conferences, round tables, stakeholder engagement
- Previous budget and KPI management experience including preparation of annual and longer-term policy and public affairs strategies, plans and reports
- Lived experience of poverty

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Knowledge

- Excellent working knowledge of systems change and political campaigning methodologies
- Understanding of systems change and using levers to create societal change
- Strong political understanding and knowledge, including parliamentary process at Nation and UK-wide levels
- Knowledge of and ability to comply with safeguarding procedures

Skills

- Excellent communication, influencing and analytical skills
- Excellent written and verbal skills
- Proven ability to co-ordinate and develop and deliver policy positions that achieve change
- Ability to represent Turn2us in meetings and on public platforms
- Ability to analyse, use and deploy facts and statistics
- Organising and time management skills

Personal Attributes

- A team player with an ability to inspire, influence and engage positively
- Commitment to Turn2us' purpose and values including equality and social inclusion
- Manage a diverse and busy workload and diary, meet deadlines and performance targets
- Ability to take a hands-on approach in a rapidly changing environment, adapting as necessary to carry out a range of tasks, ranging from administrative to strategic

Turn2us is fully committed to equity, diversity and inclusion in our sector. We want this to be reflected in the diversity of the people who work for us and we are particularly interested in applications from people from all backgrounds. Finally, while prior experience of poverty is not a requirement, you will have a passion for Turn2us' issues.

Staff Benefits

- To read the full lists of benefits of working at Turn2us please visit the jobs page of our website, [linked here](#)

Annual Leave

- If you join us at Turn2us, you will start on 25 days annual leave per annum (prorated for part time workers). Each year in the month you joined, you will receive an additional day's leave up to a maximum of 30 days. On top of this you will receive bank holidays

Volunteer Days

- The charity offers 2 volunteering days per year to allow staff to gain experiences and skills outside of work. Examples could include volunteering at a food bank, helping in a school or becoming a trustee at another organisation

Employee Support

- Confidential counselling line provided through Provided through our employer's liability insurance policy with Zurich

Flexible Working

- We offer flexible working patterns, both in terms of hours and remote working. Please note that all employees are contractually required to work from the office a minimum of 4 days a month. Some roles may be required to be in the office more often than this and this will be agreed with the hiring manager upon starting at Turn2us

Commitment to diversity & inclusion

We welcome applications from anyone regardless of their age, experience, disability, ethnicity, heritage, sexuality, gender and socio-economic background. We particularly welcome applications from disabled candidates, trans people and black, Asian, and minority ethnic candidates, as these groups are underrepresented within our organisation.

Turn2us is deeply committed to inclusive working practices, so during the application process we commit to:

- Paying for childcare whilst you're at Turn2us interviews where these take place in person
- Paying for your travel costs to the office and back for interviews
- Making any reasonable adjustments
- Providing this document in a Word document format readily available to download

About Turn2us

Our vision:

Everyone in the UK has financial security so they can thrive.

Our purpose:

We offer support to those of us facing financial shocks and together we challenge the systems and perceptions that cause financial insecurity.

Our values:

Financial Security for All
Together We Succeed
Listen, Learn & Improve
Impatient

Turn2us is a national charity providing practical help to people who are struggling financially. Turn2us helps people in financial need gain access to welfare benefits, charitable grants and other financial help – online, by phone and face to face through our partner organisations.

We've had a long and varied history over the years, but our mission has always been the same – to fight poverty in the UK and help people through tough times.

The charity began in May 1897, when our founder, Elizabeth Finn, set out to right wrongs of social injustices. Armed with nothing more than a desire to help and a handful of supportive friends, Elizabeth set out to make a difference to people who were struggling to heat their homes, or provide for their children. Today, her legacy lives on, with an even greater need for our services than ever before. Especially in the light of the Coronavirus pandemic, which is predicted will have the biggest impact on economic well-being in the UK since the end of World War Two.

Our three year strategy puts us in a strong position to be able to offer people the support they need to keep themselves afloat while the forces around them are pushing them deeper into financial hardship. It is underpinned by the need to tackle the negative discourse and internalised shame around poverty; to campaign for a social security system that is redesigned to meet all of our needs.

Ali, Turn2us service user.



Our strategic aims

1

Deliver high-quality, practical programmes that include information and financial support so that people can build their own financial sustainability and thrive.

2

Deliver even better impact for people facing financial hardship through the co-production of our work with experts who have lived experience, in collaboration with other organisations and through a dedication to insight, evaluation, learning and improvement.

3

Build the profile of Turn2us and its work to reach people facing life-changing events and experiencing poverty, and secure support for the work.

4

Develop our influence on policy, practice and public opinion, tackling the prejudice towards people experiencing poverty and insisting on their fundamental rights to access social security.

5

Invest in our culture, systems, knowledge and skills.

6

Maximise our assets and secure income ethically to achieve impact.

How we work

We help people in three principal ways. The largest of these by expenditure is giving direct financial help through our own charitable grants. In 2019/20, we disbursed over £3.6m to 2,992 people.

The impact of a timely small grant can be extraordinary: for example, someone without a washing machine is likely to spend over £1,100 annually at the laundrette. With a washing machine, they will spend around £64 in the same period on electricity. Recent evaluation showed that the emotional benefit of receiving support was just as vital as the grant itself.

Our other activities focus more on chronic than acute poverty. Here, we support people to increase their income through welfare benefits, charitable grants and other support; and we help by highlighting ways to reduce essential costs. Our advice and signposting are available online, by phone and in person and by working in partnership with frontline organisations and community groups we can direct help where and when it is needed most. And the numbers from our last financial year are impressive.

We also work in close partnership with other leading sector organisations to lead and drive campaigns, undertake research and influence government and policymakers to drive lasting change in UK poverty. Examples of recent campaigns and reports can be seen on our website.



Aneita, Turn2us service user.

Who are the people using our services?



For every three men who seek our help, **seven women do.**



Two out of three helpline users identify as having a disability, compared to between 15-20% nationally.



One in three online users identify as having a disability.



Two out of three benefit calculator users live in rented accommodation, compared to 20% nationally.



50% of benefits calculator users are in work.



77% of benefits calculator users earn less than £10,000.



Half of those people accessing our services had seen significant decline in their finances in the last twelve months.



Paul, Turn2us service user.

Case studies

You can read more about the people accessing our services here:

[Hayley ↗](#)

[Jane ↗](#)

[Sanaz ↗](#)

Background reading

[JRF UK Poverty 2020/21 ↗](#)

[SCM Measuring Poverty 2019 ↗](#)

Further information

[View our Annual Report ↗ & Accounts 2020/21](#)

[View our Strategy and Purpose ↗](#)

Our timeline

1897

Elizabeth Finn founds the Distressed Gentlefolks' Aid Association at the age of 72.

1904

The charity receives its first legacy from founding Chairman, **Colonel William Knolly**, of £450, which is £40,000 today.

1948

Shortly after the Second World War, there's a shortage of care homes for older people. The charity buys a home in Surrey as well as two other care homes the next year.

1965

The charity opens its first care home in the North of England, Hampden House, which was also the first purpose built care home in Harrogate.

1999

Times are changing. Following talks with supporters, the charity changes its name from the Distressed Gentlefolks' Aid Association to the Elizabeth Finn Trust in honour of our founder.

2007

The number of people coming to us for help is increasing so we create a new service called Turn2us. **The service sets up a website** and helpline to help people in financial hardship to access welfare benefits, charitable grants and other financial help and trains volunteers, advisers and caseworkers to help those who need further support.

2008

Elizabeth Finn Care wins the 2008 Third Sector **Award for Innovation in Grant Making**.

2009

Turn2us is formally reintegrated with its parent charity, Elizabeth Finn Care. The Charity reaches a major landmark as it has given away a total of **£130,000,000** in direct grants since its foundation.

2010

Elizabeth Finn Care wins a competitive bid from the City of Edinburgh Council to consolidate **35 poverty-related funds** into The Edinburgh Trust, a charitable fund for the people of Edinburgh.

2011

The Turn2us service grows in size with over five million people in financial difficulty using the service – this includes **over 100,000 calls** to the helpline since its foundation.

2012

The Turn2us online service receives the accolade of a **Nominet Internet Award** for being one of the best online charity initiatives in the UK.

2012

The work of Elizabeth Finn Care continues to grow with over **350 volunteers** providing face-to-face support to those seeking our help.

2013

Turn2us launches a new **Benefits Calculator** to take into account the greatest ever overhaul of the benefits system.

2015

We integrate all of our activities under the name Turn2us. This is to help us make the biggest impact we can for people experiencing tough times. We continue to give direct grants to people and their families under the name Elizabeth Finn Fund and The Edinburgh Trust.

2017

Turn2us launches the Response Fund to help to help people who have had a life-changing event in the last 12 months that has left them struggling financially.

2020

The charity launches its new purpose and three year strategy. This coincides with the Coronavirus outbreak and subsequent lockdown, which we respond to by raising over £2.4 million and awarding a record **£1.3 million in crisis grants** within just three months.

Turn2us and COVID-19



Syeda, Turn2us service user.

“I’m living month to month already. Now with no income, I don’t know what I’ll do”

Syeda,
Turn2us service user

A virus we first heard of just two years ago has claimed over a million lives globally, brought cities to a standstill, and worsened our healthcare and economic divides. Lower wage earners suffered the most job losses while the stock market soared. In the UK some of us made £100bn of savings, whilst from Turn2us’s own research, we found that one in three of us now have to get into debt just to get by each month.

Working together we need to rebuild a more inclusive economy, distributing vaccines and ending the pandemic. Perhaps such progress also can help us address deep-rooted racism and inequality.

In the face of the huge increases of job and income losses and despite the swiftly created and largely successful Job Protection Scheme, furloughing and Self-Employment Income Support Scheme, it was inevitable that many would fall through the net.

Grant making has become critical to stop people being swept in to the trap of poverty, when everything costs more. Incredibly, Turn2us awarded £4 million in cash grants in response to the sudden increase in income loss, including more than £1.3 million through our Coronavirus grant fund in just eight weeks, as well as our focussed grant-making in Edinburgh. We have supported a record breaking 5,000 families and individuals since April through cash grants alone.

During the summer we saw retailer after retailer hit the wall with household names like Debenhams, the Arcadia Group (Top Shop) and Bon Marche making tens of 1,000s of people redundant; while self-employed people and sole traders saw their order books empty.

The digital divide has grown with increasing numbers of us struggling to pay for utility bills – including connection to the internet. That’s why our information and support to over 51,000 people through our helpline was so critical.

This year we pushed hard to change the way we designed, delivered, evaluated and developed our programmes – by integrating in a much more consistent and fulsome way the insights of the people for whom the programmes are designed. We now have a team of freelancers who have lived experience of financial hardship improving the impact of our work.

Our national research and insights from our own data show us we need to do a much better job of reaching those who experience financial hardship more severely and frequently. Black and Asian people, those who identify as disabled, women – particularly single parents, young people, and the self-employed have all experienced more significant drops in income, greater use of debt and all of the stress that comes with not having enough money to live on.

People have been extraordinarily generous. Daily Telegraph readers gave over £1.3m so that we could increase our grant making. We have built a our first long term corporate partnership – with Royal London. We have been supported by Direct Line, Inflexion, Oakley Advisory and lots of individuals who made significant gifts for all of the work above. We smashed our voluntary income target to reach over £5m.

Ryan's story

“I found myself in an impossible situation, unable to afford the basics. Turn2us gave me a lifeline with their Coronavirus grant – helping me to get by in this crisis”

Ryan,
Turn2us service user



Paul, Turn2us service user.

Just before Christmas 2019, Ryan started a contract consultative chef role for a restaurant in his area. He predominantly works contract roles like this to help open and improve restaurants through his considerable experience as a chef.

Due to the pandemic, even weeks before the lockdown was announced his hours were decreased at the restaurant due to lack of business. Eventually he had to stop working altogether when the lockdown came into effect.

He was immediately left without income and unsure how he would get by, support his nine year-old daughter or keep up payments to his ex-partner with whom his child lives with. As he has been self-employed for a short period of time, he wasn't eligible for the Government's self-employment grant scheme.

Ryan has had to apply for Universal Credit instead – which won't completely cover his outgoings. Whilst he was still waiting for his first payment he saw a news broadcast which mentioned the Turn2us Coronavirus Grant, and decided to apply.

He was awarded a £500 Coronavirus Grant, which allowed him to manage for several more weeks. He's feeling much more positive about his short-term prospects but remains concerned about his job in the long term.

