



Director of People and Culture

Candidate Pack
September 2024

Welcome

It's great that you're considering joining Turn2us's leadership team. We're all really excited about this role: it's a fantastic opportunity to make a lasting difference, helping to lead an organisation that achieves real impact for people and is determined to change the system that affects so many of us.

You'd be joining an organisation where the work really matters. It matters to the single parent who worries about keeping their children warm this winter. It matters to the office worker who falls ill and can no longer work. It matters to the person who lies awake worrying about mounting bills. It matters to us because none of us should have to face these challenges alone.

We're lucky to have a brilliant team working towards our vision, a future where everyone in the UK has financial security so they can thrive. I have no doubt that you'll be inspired by my colleagues' depth of knowledge, and their commitment to improving people's lives. From our grants team, who work relentlessly to help people thrive, to those who create and manage our innovative online tools, Turn2us is an organisation of experts, creating lasting, tangible impact.

Foundational to that impact, is the importance of creating an environment where our staff look forward to coming to work and feel truly valued for what they do. We should feel encouraged to try new things without fear of failure, but with a commitment to learn from mistakes. We should all be working with a sense of urgency to co-create change, with an understanding that we need to look after ourselves and each other. We know that our culture at Turn2us is a significant pull factor for people joining us, but we want to do more, and our new Director of People and Culture will be essential to achieving that.

You and I would work closely together, and you would work in a spirit of mutual accountability with your fellow directors in the leadership of the organisation. You would work with our board of trustees and particularly with the People, Culture & Governance Committee of the board. You will take strategic leadership of Turn2us's People and Culture Directorate. You'll have responsibility for supporting all our people managers to attract, develop and retain colleagues who are committed to our values and guiding principles, and you'll identify emerging talent within our team, supporting their development into future leaders. You'll also work closely with our team heads, supporting their leadership and helping colleagues to reach their goals and fulfil their potential.

Throughout civil society, we must all continue to challenge ourselves on Equity, Diversity, Inclusion and Belonging (EDIB). I am unwavering in our commitment to work towards a fully diverse and inclusive working environment for our staff, and this commitment is shared across Turn2us. It is embedded in our organisational values and in our guiding principles, owned individually and collectively at all levels of the charity. In this role, you will take proactive leadership of our EDIB work, ensuring that Turn2us is anti-racist – taking an intersectional approach, and anti-oppressive, while promoting feminist principles that help build power sharing across the organisation and remove egos from decision making, so we can all work together with empathy towards a shared goal.

By overseeing our approach to co-production, you will make sure that we centre the voices and insights of people with experience of financial insecurity in the design of all our work. This way, everything we do – from the way we communicate, to our approaches to fundraising, making grants and how we share our high-quality information – is made more relevant and effective. The directorate also leads our proactive and rigorous our approach to safeguarding, as well as in our broader approaches to governance, risk, and compliance across the group – which includes our wholly owned care home business, Elizabeth Finn Homes.

(Continued)

We are looking for an experienced leader who brings broad strategic knowledge across the spectrum of people and culture, and an understanding of strong board governance. You will be comfortable working collaboratively as part of a leadership team and advising senior colleagues and board members on complex issues relating to people, governance, and risk.

You will have a curious mindset, continuously seeking out new learning opportunities and networks for yourself, your team, and the wider organisation so we can become a more effective, diverse and inclusive organisation. You will also have a proven commitment to promoting and developing EDIB strategies, as well as a real keenness for overseeing our co-production work.

This is a genuinely exciting and critical role: for our staff, our partners, and most importantly, the people for whom our organisation exists. We're not looking for someone with a particular CV, with experience from a specific sector. We know that Turn2us will benefit from leaders with new perspectives and ways of thinking, so we're actively encouraging broad interest from impactful leaders who bring transferable skills. We are always eager to receive approaches from people with lived experience of financial insecurity. If you can demonstrate a clear commitment to our values and ethos, and a deep personal commitment to our vision, we'd love to hear from you.



Warmest regards,
Thomas Lawson,
Chief Executive, Turn2us Chair,
Elizabeth Finn Homes

Matthew's story

“We try and cut back where we can over the school holidays because we aren't able to afford to go anywhere. Sometimes it feels like we are failing our children because we can't afford to take them on days out when on paper we have 'good jobs'.”

Matthew
Turn2us service user



Matthew, Turn2us service user.

We are a single income household, my wife is training to be a nurse and I am a recently qualified teacher, we have two children. Our rent has increased, gas and electric has gone through the roof, fuel costs for us to travel to work keep going up.

I never thought we'd be in this position but I got in touch with a Turn2us adviser who gave me the confidence to apply for more universal credit and showed me how to use the benefits calculator – and they also offered an understanding ear.

I think more people should speak up about their experience, so many people must feel alone just like we did. This is why I have been helping Turn2us with media interviews and telling our story in different ways, for example telling our family story as a graphic in The Big Issue.

Finding different platforms to speak about being in work and still struggling helps get the message across that anyone can struggle, it's not our fault, but there is help out there.

About Turn2us

Turn2us is a national charity offering practical help to people facing financial insecurity



Our vision

Everyone in the UK has financial security so that 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

It's not acceptable to us that we live in an unjust society where a financial shock becoming a financial crisis is more likely for those already facing barriers to thriving.

Everyone should have access to appropriate rights, resources and support. We actively tackle prejudice and barriers to access.

Listen, learn and improve

To be effective, we need to deeply understand people's experiences, the financial challenges they face, what's important to them and how best we, and others can provide support through a financial crisis or shock.

We're on a constant cycle of listening, learning and looking to improve.

We hold ourselves to account and want to be held to account by those we work with and offer support to.

Together we succeed

We are successful when we collaborate, co-create, partner and work together.

Financial hardship can happen to anyone and for many reasons. Everyone's needs and situation are unique. We make no assumptions or judgements.

Financial exclusion can be complex so we must work together with those we offer support to, as well as other partners.

Impatient

We can't rest until financial security is achieved for all. To create change we need to be proactive, take the initiative, create momentum and drive forward with energy, determination and conviction. This sense of urgency is at the heart of our culture and all we do.

What we do



We made grants of nearly **£3.3 million**, supporting **2,277 people** across the UK.



Our online Grants Search was used more than **950,000 times**, helping people find extra money to give them vital breathing space. These grants don't impact benefits and don't need to be paid back.



People completed over **2.5 million calculations** using the free Turn2us Benefits Calculator



1.6 million Benefits Calculator users found new benefits to apply for



5.8 million people used our website looking for information to help them claim the support they're entitled to. (add a website icon for this one)

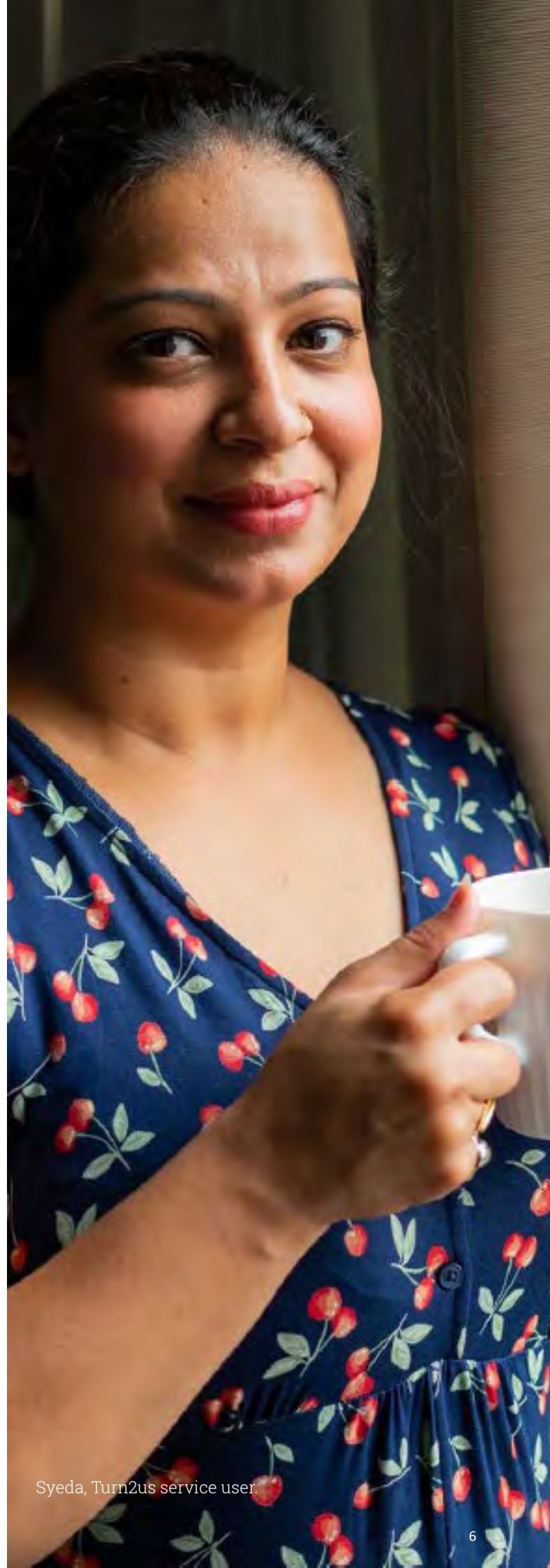


Our helpline received over **80,500 enquiries** or requests from people needing support to access tools and information.

Further information

[View our latest Annual Report & Accounts >](#)

[Read our 2023-2028 Strategy >](#)



Syeda, Turn2us service user.

How we work

Our three strategic priorities:

Offer high quality information and support. We will be led by people experiencing financial insecurity, the communities we work with and our partners, and our improvement focused evaluation, to develop integrated services people need.

Strengthen communities through place-based programmes. We will develop existing programmes and start new ones, designed by and rooted in communities across the UK. Led by local organisations and people with experience of financial hardship, we will address financial insecurity and economic injustice together.

Help build a fair economy through systems change. Building on our data, insight and learning, we will campaign to build an economy that includes everyone and that we can all contribute to. We will work in partnership to create new systems that build financial security for all.

Our three guiding principles:

Championing equity, diversity, inclusion and belonging (EDIB). We know black, Asian and minoritised ethnic communities, disabled people, women and those from LGBTQIA+ communities, are more likely to experience financial hardship. Being inclusive and creating belonging will be central to the way we run our own organisation, as well as the way in which we design and offer our services.

Upholding human rights. No one should have to choose between heating their home or feeding their children. Our grantmaking, for example, addresses these wrongs and upholds people's rights.

Working for a fair journey to net zero economy. We will explore ways to support a transition to net zero in 2050 that protects people's employment and shares the benefits of a healthier, greener economy.

Our three organisational foundations:

Our culture. We will model the change we want to see across the UK. Our work will be rooted in partnership, respect, humility and mutual support.

Our finances. We will make the best possible use of our assets and investments and ensure they are on a thoroughly ethical footing. We will improve the returns from our care home business, Elizabeth Finn Homes.

Our brand. How we present ourselves and how we are experienced by everyone we meet is crucial for the delivery of this strategy. Our name – Turn2us – is both an invitation to people who need support, and a challenge to those in power, to listen to those voices of experience.



Alicia, Turn2us Co-Production Partner
Photo credit: Dave Nelson

Get to know Alicia Cartwright, Turn2us Co-Production Partner

All our work is shaped by and for people with experience of financial insecurity: our co-production partners. Their insights and expertise guide all our activity, ensuring it's relevant and effective. As our new Director of People and Culture, you would oversee this essential part of our work. Your leadership would ensure that our projects not only amplify the voices of co-production partners like Alicia, but also foster a community-driven approach to innovation and support.

"Being part of the development team for the Turn2us PIP Helper has been truly enlightening," Alicia says. "This tool is designed to guide users through the application process for Personal Independence Payment (PIP), making it significantly less intimidating and more accessible."

"The Turn2us PIP Helper is a breakthrough for those of us who find the benefits application process daunting," Alicia explains. "It simplifies the steps, making the system manageable even on tough days. This is incredibly important for people like me, whose daily challenges are compounded by mental health issues. The tool significantly reduces stress and confusion, ensuring you don't have to face the bureaucracy alone."

At Turn2us, we know that our tools and services will only be effective if they are informed and shaped by people with experience of financial insecurity: our co-production partners. Alicia's insights, along with those of fellow co-production partners, has ensured the tool genuinely meets the community's needs. "It's all about mutual learning and growing together," she emphasises.

The cost of financial insecurity



Half the people who came to Turn2us for support (according to a survey of more than 2,000 Turn2us service users, carried out between 15 June and 20 July 2022), reported being left with nothing to live on each week after paying housing, council tax and utility bills.

Nationally, nearly a quarter of people (**24%**) run out of money for essentials either most months or most days, according to a survey in February 2023 by Survation, on behalf of the [Together Through This Crisis Coalition](#) ↗, of which Turn2us is a member.



Since August 2021, the Consumer Price Index inflation rate has soared from **0.7%** to **10.1%** in January 2023, with gas prices rising by **129%** in the year to January 2023. See [the Office of National Statistics data on inflation](#). ↗



Those most likely to report feeling worried about these rising costs are women (**81%** compared with **73%** of men); those aged 30 to 49 years (**82%**); people with disabilities (**82%** compared with **75%** of non disabled people) and those who have children under the age of five (**90%** compared with **76%** of non-parents). See [the Office of National Statistics to data on the cost of living](#). ↗



In 2022, there were an estimated **3.26 million** households in fuel poverty in England, which is projected to continue to rise to over **3.5 million** in 2023. See [the governments statistics on Fuel Poverty](#).



The demand for credit has risen sharply as people try to bridge the gap between their incomes and their needs. As a result, people in the UK owed **£1,832.8 billion** in personal debt at the end of December 2022, a figure up by **£72.3 billion** from the end of the previous year. See [The Money Charity on their 2023 statistics](#). ↗



Poverty rates for minoritised ethnic groups have been consistently higher than for white ethnic groups over the past 25 years. Since 2000/2001, poverty rates amongst black people have remained around **40%**. This is twice as high as the poverty rate for the white ethnic group which has been around **20%** since 2003/04. See [the Joseph Roundtree Foundation on their poverty rate statistics](#). ↗

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.

Our timeline

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 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.

2022

125th Anniversary of Turn2us.

2023

Launch of the new Turn2us 2023-28 strategy 'Tackling Financial Insecurity Together'.

Job Description

charity that offers practical information and support to people facing financial insecurity.

turn 2us

Corporate Partnerships Officer, Romy Biscoe, and Corporate Partnerships Manager, Peter Olawaye, at a Turn2us event.



Job title:	Director of People and Culture
Reports to:	Chief Executive
Responsible for:	Team of ten (three direct reports: Head of HR, Head of Governance, Head of EDIB)

Job Purpose:

To provide strategic leadership and management for the People, Culture, and Group Governance functions, forging an environment where staff thrive, feel valued and can reach their full potential. This role will be an effective and collaborative member of the Leadership Team, providing insights and advice on people, culture, governance, and risk management to ensure Turn2us delivers against its 2023-2028 strategy, tackling financial insecurity together.

The Director of People and Culture will champion a culture grounded in Equity, Diversity, Inclusion and Belonging (EDIB), ensuring Turn2us is anti-racist, anti-oppressive and strives to be a safe place to work for everyone. They will also lead efforts to build a brave, high-performing, and collaborative work environment, promoting collective leadership principles, improving staff recruitment, and challenging HR policies and processes.

By leveraging co-production and partnership approaches, this role will also ensure that people with lived experience are at the heart of decision-making across the charity, with rigorous safeguarding procedures running throughout.

Additionally, this role has responsibility for overseeing governance, compliance, and risk management for Turn2us and our care home business, Elizabeth Finn Homes, ensuring all legal and regulatory requirements are met.

Roles and Responsibilities:

- Provide effective, values-led leadership of the People, Culture and Governance directorate, analysing existing practices and developing a new forward-thinking strategy for the directorate that aligns with Turn2us's strategy and values.
- To provide insights and guidance to the Chief Executive, Leadership & Senior Management Teams and the Board on people and culture

matters, advising on complex issues relating to our staff and co-production partners so we can meet our strategic aims and deliver greater impact for people facing financial insecurity.

- Maintain effective budgetary management and provide regular reporting on financials, performance metrics and data to Leadership Team colleagues and Board committees, notably our People, Culture and Governance committee.
- Develop a culture that is rooted in partnership, respect, humility and mutual support at all levels of our organisation, balancing high levels of accountability with an environment where staff feel valued and supported.
- Strategic oversight of governance, compliance and risk for Turn2us and Elizabeth Finn Homes, ensuring we meet all our legal and regulatory requirements, and that we maintain robust risk management processes.
- Executive lead for EDIB strategies, so that equity and inclusion are engrained in everything that we do, actively working with our staff at all levels to break down barriers and provide a safe environment for everyone.
- To contribute to the development of the organisation's knowledge and use of inclusive, anti-racist and anti-oppressive leadership practice, keeping up to date with emerging thinking and identifying learning opportunities to increase diversity, inclusion, and a strong sense of belonging throughout Turn2us.
- Through co-production, ensure that we place people with lived experience at the heart of everything that we do, working with the Chief Executive, Leadership Team and Management Team to lead our staff to deliver even greater impact for people facing financial hardship.
- Ensure a positive culture of safeguarding is embedded across the organisation, aligning safeguarding approaches, policies, and processes with all other work on accountability and inclusivity.
- Actively seek out and forge mutually beneficial networks with other HR leaders across all sectors to learn from and share best practice, promote Turn2us' employer brand and keep up to date with innovations and emergent technologies, translating the most appropriate ones to our context.

- Continuing to develop our recruitment and onboarding processes, designing a sector-leading Employee Value Proposition that seeks to attract the best talent and levels the playing field so that everyone is given the same opportunity to excel regardless of the barriers they may have faced.
- Promote a culture of continuous improvement to review, refine and develop our HR policies, processes and procedures so that they best meet the needs of our charity and staff.
- In collaboration with our staff and experts with lived experience, review our current ways of working, such as remote/hybrid working, to promote better cross-working, understanding and wellbeing across the organisation.
- Develop an effective learning & development framework that seeks to invest in our current and future leaders and creates opportunities for emerging talent to be identified within the organisation and to know that they will have the best future at Turn2us.
- Promote best practice in respect of employee relations, providing formal training opportunities and coaching so our people managers are comfortable in dealing with early-stage employee disputes and issues, creating a safe and inclusive environment for all employees to be heard, while maintaining respect and clear boundaries.

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 noncontractual. 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



Group Head of IT Sophia Salem, and Grants Search Product Owner Christelle Tambi, at a Turn2us workshop

Knowledge & Experience

Essential

- An experienced HR leader with exceptional strategic and operational knowledge across all people-related areas, and knowledge of working effectively with a Leadership Team and Board (including its committees).
- A successful track record of strengthening culture within an organisation so that its vision and values are lived and breathed by staff, and a clear ethos of high performance, trust and accountability is embedded at all levels.
- Experience of developing impactful EDIB strategies, with a track record of driving meaningful change within an organisation, so it can become more inclusive and diverse.
- Strong knowledge of Board-level governance, organisational assurance and risk.

Skills and Abilities

- Inspirational leadership skills, with the ability to build and develop diverse teams and promote collective and feminist leadership principles.
- Excellent financial management and budgeting skills, combined with a strong appreciation for data, insights, and analysis and how they can be used effectively to monitor employee engagement.

- The ability to be a catalyst for change and rally those around you behind a common vision.
- High degrees of emotional intelligence and personal judgement, with the ability to authentically build trust and credibility at all levels, while having the confidence to have constructive debate and handle conflict successfully.

Styles and Behaviours

- The enthusiasm and curiosity to learn new skills and seek out learning opportunities to develop best practice at Turn2us.
- A keen networker, actively seeking out new relationships outside the organisation to ensure Turn2us is a best-in-class employer.
- A collaborative and selfless style, comfortable with genuine mutual accountability with leadership colleagues.
- High levels of empathy, compassion and understanding towards others, combined with integrity and a commitment to safeguarding and promoting the welfare of vulnerable groups.
- Clear alignment with our organisational values of Financial security for all; Listen, learn and improve; Together we succeed and Impatient, with a passion for social justice and supporting people facing financial hardship.

Terms of appointment

- Salary:** Circa £85,000 per annum.
- Contract:** Full-time, permanent (35 hours per week).
- Location:** Hybrid: Turn2us London Hub (we are currently based in Hammersmith but expect to shortly be moving to Farringdon, London) & homeworking

Staff Benefits

To read the full list 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 (pro-rated for part time workers) Each year in the month you joined, you will receive additional years 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

Flexible working patterns both in terms of hours and remote working available for employees allowing greater freedom in how work and home life is balanced.

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.

How to apply

Tall Roots is acting as an employment agency partner to Turn2us. Applications should be made online at www.tallroots.co.uk/turn2us-dopc and include:

- a CV
- a Covering Letter that provides brief responses to the following five questions:

1. Motivation:

What is motivating you to become our new Director of People, Culture and Governance and why now?

2. Leadership:

Given what you have read about us so far, what is it about your leadership style that you believe would make you an effective Director of People, Culture and Governance at Turn2us?

3. People & Culture:

Please give an example of when you have successfully embedded values within the culture of an organisation and aligned them with the organisation's mission, strategy and governance. How did your actions improve overall organisational performance and employee engagement?

4. Equity, Diversity, Inclusion & Belonging

As Director of People and Culture, how would you approach Equity, Diversity, Inclusion & Belonging at Turn2us, proactively tackling power imbalances and social injustices within the organisation and providing a psychologically safe environment for our staff?

5. Governance:

How would you ensure that Turn2us meaningfully involves individuals with lived experiences of financial insecurity in our strategies and programmes?

The closing date for applications is **Wednesday 23rd October 2024**.

Preliminary interviews with Tall Roots will be held virtually during **w/c 4th November 2024**.

First round interviews will be held in person at Turn2us' offices on **Wednesday 27th November 2024**.

Final interviews will be held in-person at Turn2us' offices on **Wednesday 4th December 2024**.

If you have any questions relating to the role or the process, or would like any adjustments made to accommodate your needs, please contact Mark Crowley or Annie Regan-Tighe at Tall Roots by email at mark.crowley@tallroots.co.uk / annie.regan-tighe@tallroots.co.uk.

Head of human resources Anna Docherty, and digital project manager David Swann, at a Turn2us workshop.





Registered office: Hythe House, 200 Shepherds Bush Road, London W6 7NL. VAT number 872571796. Turn2us is the operating name of Elizabeth Finn Care, a registered charity (207812 / SC040987) and a company limited by guarantee (515297) registered in England and Wales.
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