

Director of Income & External Affairs

Candidate Pack
January 2026

Welcome

Thank you so much for your interest in joining Turn2us as our Director of Income & External Affairs. This is a central and pivotal role in our organisation, and a great opportunity to help lead an organisation that not only supports people through financial crisis, strengthens communities, but is also working to change the systems that keep so many of us financially insecure.

You would be joining a charity where the work truly matters. It matters to the parent choosing between heating and food. It matters to the person who becomes ill and then can't work. It matters to the countless people lying awake at night worrying about bills they cannot pay. And it matters because none of us should have to face these challenges alone.

Turn2us exists to build a future where everyone in the UK has financial security so they can thrive. We are proud of the depth of expertise, compassion and ambition across our organisation. From colleagues delivering grants and direct support, to those creating and running our innovative digital tools and services, we are united by a shared belief that financial hardship is not a personal failing, but a systemic issue that can and must be changed.

The Income & External Affairs Directorate plays a vital role in making this a reality. Through relationship-led fundraising, commercial partnerships, communications and policy & influencing, this directorate helps ensure that Turn2us has the resources, profile and voice to maximise our impact. It connects our work with the people, organisations and institutions that can help drive lasting change. We have achieved strong momentum in building significant partnerships in recent years, but we know that we can – and must – do more.

As Director, you will be a key member of our Leadership Team, working closely with colleagues across the charity and with our Board to realise the full potential in our income, profile and impact. You will lead the growth of sustainable income, develop powerful partnerships, strengthen our public voice and help shape a policy and advocacy agenda that centres the experiences of those of us facing financial hardship. You will also play a critical role in building trust, credibility and influence across sectors so that together we can shift the systems that keep people locked in financial insecurity.

Equity, Diversity, Inclusion and Belonging are central to everything we do at Turn2us. Our commitment to anti-oppressive practice, power-sharing and co-production with people who have lived experience of financial hardship is embedded in our values and ways of working. As a member of the Leadership Team, you will champion this approach, creating the conditions for people to flourish, and ensuring that our work is shaped by those most affected by the issues we exist to address.

We are looking for an exceptional leader with a strong track record in relationship-based income generation, partnerships and influence. This may have been gained within the charity sector or in a commercial environment. We are not seeking a particular background or career path. We actively welcome applications from people who bring new perspectives, transferable skills and different ways of thinking. What matters most is a deep commitment to our purpose, a willingness to learn and the confidence to work with curiosity and humility.

This role calls for persuasive leadership, emotional intelligence and the ability to build trust across diverse teams and stakeholders. You will thrive if you enjoy working collaboratively, sharing power, and leading in a way that is inclusive, supportive and ambitious.

This is a genuinely exciting and critical role – for our staff, our partners, and most importantly, for the people we exist to serve. We have strong foundations and a high-performing, committed team who are united behind our mission and strategy. We are particularly keen to hear from people with lived experience of financial insecurity. If you share our values and feel inspired by our vision, we would love to hear from you.

Warmest regards,
Thomas Lawson
Chief Executive, Turn2us



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.



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.

For more information about our strategy, to give feedback, or to get in touch about how we may be able to work together, email strategy@turn2us.org.uk.

Our new strategy started in April 2023. Read about our previous strategy. [See our previous 2020 - 2023 strategy \(PDF\)](#).

What we do

Turn2us is a national charity offering practical help to people facing financial insecurity. In 2024/5:



We made grants of nearly **£3 million** in grants, supporting **2,164 people** across the UK - and their families.



People used our online Grants Search **971,365** times, so they could 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 **2.4 million** calculations using the free Turn2us Benefits Calculator.



1.5 million people found new benefits they're entitled to, worth an average of **£5,396** each. This amounts to **£12.9 billion** in annual income people could be claiming.



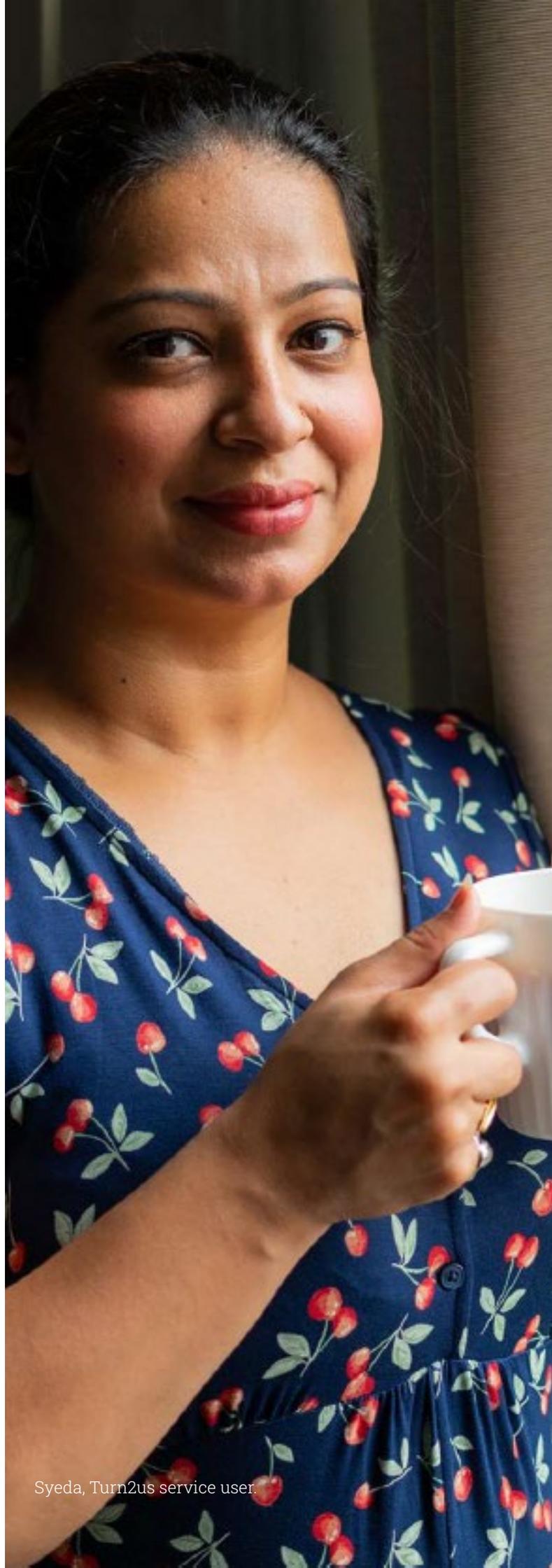
4.8 million people used our website looking for information to help them claim the support they're entitled to.



We launched our PIP Helper. It was co-created with people who have navigated the Personal Independence Payment system themselves. Since its launch, the tool has attracted over **470,000** visitors, with its features used more than **140,000 times**.

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 a Director at Turn2us, you will play an important role in ensuring that our external engagement and partnerships not only amplifies 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.

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 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.

The logo for Turn2us, featuring the letters 'T', 'U', 'S' in a stylized, overlapping arrangement.

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

Job Title:	Director of Income & External Affairs
Department:	Income & External Affairs Directorate
Reports to:	CEO
Location:	Head Office, London
Purpose of the Role:	To lead Turn2us's voluntary income generation, communications and policy & advocacy agenda

1. Lead the growth and delivery of income targets and strategies to secure high-quality and sustainable voluntary and earned income with an ethical approach, so that Turn2us can deliver against its purpose:

- Strategic leadership and development of Turn2us's voluntary and earned income strategy, overseeing a team of specialist fundraisers focusing on a mix of high value income sources, most notably major donors, corporate partners, trusts/ foundations and legacies.
- Work with Programmes and Partnerships to drive the development and sales of our digital tools, like our Benefits Calculator and PIP Helper, to utility companies, housing associations and other potential customer segments.
- Development and stewardship of key funder relationships and partnerships.
- Work with trustees, senior volunteers, colleagues and ambassadors to secure opportunities and income through relationship fundraising.
- Close collaboration with Programmes & Partnership, Impact, Digital & Data and Finance & Operations directorate colleagues to plan and deliver income aligned to the charity's plans.
- Strategic planning, budgeting and forecasting, income pipelines and processes, in line with best fundraising practice, ethics and compliance.
- Develop the close strategic link between the charity and our commercial care home subsidiary, for income opportunities from residents, families and local communities.

Key Responsibilities and Accountabilities:

1. Lead the growth and delivery of income targets and strategies to secure high-quality and sustainable voluntary and earned income in line with our values, so that Turn2us can deliver against its purpose.
2. 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.
3. Develop Turn2us's brand, public profile and communications and extend its reach to key audiences – to support the impact of our programmes, income and influence.
4. As a member of the Leadership Team, model the values of Turn2us, championing a commitment to continual learning, diversity, equity and ambition in pursuit of our purpose and impact.

2. Develop Turn2us's brand, public profile and communications and extend its reach to key audiences – to support the impact of our programmes, income and influence:

- Leadership of Turn2us's Brand and Communications team, so that the charity continues to grow as a trusted source of compelling, high quality and evidence-based opinion, content and high-quality services so we achieve greater reach for our programmes, income and influence.
- Centre Turn2us's communications around amplifying the voices of the people for whom we exist.
- Strategic planning of Turn2us's external affairs, including informed media management plans, crisis communications and reputational risk management.
- Oversight of the Charity's brand development and key messaging to ensure that its communications are relevant, accessible and targeted.
- Act as a spokesperson for Turn2us and build relationships with key external influencers.
- Accountability for the production and distribution of key strategic publications including; annual financial statements and Impact Report.

3. 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 policy and influencing strategy to achieve positive change within the public, private and social sectors.
- To lead a stakeholder engagement strategy, 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.

4. As a member of the Senior Leadership Team, model the values of Turn2us, championing a commitment to continual learning, diversity, equity and ambition in pursuit of our purpose:

- Be a visible, inspiring leader for the directorate and wider charity, role modelling Turn2us's values and its strategic ambition to support those we exist to serve.
- Line management of the Department Heads including supporting their personal development and wider culture of curiosity and learning within the directorate and charity.
- Encourage and embody a culture of curiosity, continuous learning and development and lead teams with clarity, structure, humility and by encouraging psychosocial safety among colleagues.
- Champion the charity's approach to co-production with people who have lived experience of financial hardship, alongside the use of insight and data.
- Lead specific cross-cutting charity projects and initiatives.
- Contribute to wider strategy, plans and programmes as an active member of the leadership team.

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 for the effective and 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. 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, including the General Data Protection Regulation (GDPR) and charity law.

The post holder will take responsibility to integrate relevant safeguarding into all aspects of their work, complying with organisational policies and frameworks.

Person Specification



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

Knowledge and Experience

- Proven senior-level experience of developing and delivering a high-value income strategy, gained within a charity, social impact organisation or commercial business development environment.
- Demonstrable track record of securing significant income through partnerships and relational approaches, including major donors, corporates, trusts/foundations or strategic B2B relationships.
- Broad knowledge and awareness of external affairs, including brand, communications, digital engagement and public influence, and how these drive income and impact.
- Evident experience of leading and developing senior, multi-disciplinary teams, and contributing to organisational strategy as part of a leadership team.
- Knowledge of ethical, compliant and sustainable income generation, or equivalent governance and risk frameworks within a commercial context.

Skills

- Exceptional relationship-building, influencing and negotiation skills at senior level.
- Strategic thinker with the ability to translate vision into delivery.

- Strong financial and commercial acumen.
- Outstanding written and verbal communication.
- Confident decision-maker, able to manage risk and complexity.

Personal Attributes:

- Strong personal alignment with Turn2us's purpose and 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.
- The enthusiasm and curiosity to learn new skills and seek out learning opportunities to develop best practice at Turn2us.
- 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.

Terms of appointment

Salary: Circa £100,000 per annum.

Contract: Full-time, permanent (35 hours per week).

Location: Hybrid: Turn2us London Hub (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 an additional day of 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 our employer's liability insurance policy with Ecclesiastical.

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 <https://www.tallroots.co.uk/turn2us-doeia> and include:

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

1. Motivation & Values:

What is motivating you to apply for the role of Director of Income & External Affairs at Turn2us, and why now?

2. Leadership:

Given what you have read about Turn2us, what is it about your leadership style that you believe would make you an effective Director of Income & External Affairs here?

3. Relationship-Led Income & Partnerships:

Tell us about a time when you secured significant income or commercial value through a senior relationship or partnership. What was your role, what was achieved, and what made the relationship successful?

4. Influence, Brand & Systems Change:

This role combines income generation with communications, partnerships, policy and advocacy. What experience can you draw on that would enable you to grow Turn2us's profile, influence and impact, and help drive systemic change for people facing financial hardship?

5. Equity, Co-production & Culture:

As a member of the Leadership Team, how will you contribute to equity, diversity and inclusion at Turn2us, and ensure that our approach to income and external affairs is co-produced with people who have lived experience of financial insecurity?

The closing date for applications is **Friday 27th February 2026.**

Preliminary interviews with Tall Roots will be held virtually during **w/c 9th March 2026.**

First round interviews will be held in person at Turn2us' offices on **Monday 30th March 2026.**

Final interviews will be held in-person at Turn2us' offices in **early April 2026.**

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 at Tall Roots by email at mark.crowley@tallroots.co.uk.



Royal London colleagues on the 100km trek from Edinburgh to Glasgow, fundraising for Turn2us.



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