

Head of Impact & Evaluation (Maternity Cover)

Candidate Pack

August 2026

Welcome



Thank you for your interest in this role at Turn2us.

By taking your next step with us, you'd be joining an organisation where the work really matters. It matters to the parent who worries about keeping their children warm this winter. It matters to the colleague who falls ill and can no longer work. It matters to those of us who lie awake worrying about mounting bills. It matters to us because none of us should have to face these challenges alone.

We're looking forward to hearing from people who are deeply committed to our vision: a future where everyone in the UK has financial security so they can thrive. We should have enough money to cover the basics, enjoy our lives and plan for the future. We believe this is a basic right everyone should have, regardless of age, race, whether someone is gay, straight, trans, able-bodied, disabled, married or single.

You'd be joining a team who are determined to change the system that affects so many of us. I'm inspired every day by their depth of knowledge and curiosity, their highly competent humility, and their commitment to improving people's lives. From our programmes team, who work relentlessly to help people thrive, to those who create and manage our innovative online tools; our passionate team is determined to create lasting, tangible impact.

One good example of this is our Benefits Calculator. In 2024/2025, over 2.4 million calculations were completed using the tool. We know that 60% of those users (1.5 million) found new benefits they could apply for. Similarly, our new PIP Helper tool, built with people who have experience of claiming Personal Independence Payment (PIP), is helping people navigate a system described as "complex" and "exhausting".

We know that we can't do any of this alone. For our work to make the biggest possible difference, it must be shaped by the voices and insights of people with recent or current experience of financial insecurity – our co-production partners. Their expertise is the golden thread running through all our work: they know the system, and they know what needs to be done to change it. And this collaboration doesn't just happen on an individual level. We build partnerships with trusted, community organisations – deepening our impact and our understanding of what people need to thrive.

We know, too, that this expert, collaborative work is built on a foundation of a strong culture. At Turn2us we strive to create an environment where colleagues 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.

Central to this, is creating a diverse and inclusive working environment. We know that Turn2us benefits hugely from colleagues with a range of backgrounds, who enrich our work with valuable, different perspectives and experiences. To nurture this and create an environment where everyone feels safe and seen, we take equity, diversity, inclusion and belonging (EDIB) very seriously. It's embedded in our organisational values and in our guiding principles, owned individually and collectively at all levels of the charity.

To encourage this diversity of thought and experience, we're open to people who would bring transferable skills to this role. Maybe you haven't walked a 'traditional' career path, but you've built the skills to do this role, and do it well. 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.

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

Financial security goes beyond survival

At Turn2us, we see every day how the right support at the right time can transform lives. It can mean having enough money to put food on the table and pay the bills, and the ability to thrive, not just survive. We all need financial security.

Financial security involves having enough money to comfortably cover your monthly expenses, save for your future and, most crucially, recover from financial shocks.

We want to see a society where everyone has the right to financial security. Our ambition to bring about this change forms the backbone of our strategy.

But it's not enough for Turn2us to demand change from a society and economic system at the root of so much financial insecurity for so many of us. We also need to model the change we and many other partners know is needed.

Our previous strategy, which focused on the financial shocks caused by life-changing events, enabled us to build strong foundations for our evolving ambition. We have since strengthened our safeguarding practice and sharpened our focus on equity, diversity, inclusion and belonging (EDIB).

We increased the reach and outcomes of our products and services by co-producing them with people with in-depth experience of the problems we were trying to address.

Over the last three years we have listened to and worked alongside individuals and families who have steered us towards an emphasis on financial security – enabling people to thrive, not just survive.

The growing scale of suffering compels us to increase our focus on challenging an outdated, unfair economic system.

Whilst overhauling the current system will not be straightforward, there is a growing desire across civil society, the commercial sector, and parts of the state to work together to change the status quo so that more people can work together to overcome financial shocks and rebuild the strength and resilience of their communities.

We will join forces with a wide range of partners, facilitating (with others) a broad coalition for change.

As we progress through our strategy, we will take steps towards that goal of designing a fairer economy, working both with UK-wide decision-makers and the people and families at the centre of communities driving change.

At Turn2us, we're well-placed to broaden our reach, deepen our impact and help drive the necessary change.

Join us in building a better future for us all.

Case studies

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

[Alicia ↗](#)

[Fergus ↗](#)

Background reading

[JRF UK Poverty 2023 ↗](#)

[SMC Measuring Poverty 2019 ↗](#)

Further information

[View our Annual Report & Accounts 2021/2022 ↗](#)

[View our Strategy and Purpose ↗](#)

About Turn2us



Our vision

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



Our purpose

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

We do not underestimate the scale of the challenge but we believe working together can achieve real change.



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.

We face into the causes of financial inequality, challenging the status quo, ourselves and others in doing so.

We believe this is urgent. We will not stand by as another generation grows up without adequate money and the resources to thrive.

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 are on a constant cycle of listening, learning and looking to improve. This gives us confidence in our direction. Listening attentively to people's lived experiences. Learning from all we hear and all we experience. Looking to improve how we support, respond and progress.

We hold ourselves to account and want to be held to account by those we work with and serve. Each and every one of us has our own worth and value. And it is in the spirit of humility and equality that we hear, learn and improve the most.

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, no judgements.

Financial exclusion can be complex and complicated so we must work together with those we serve as well as other partners.

Impatient

We can't rest until financial security is achieved for all. To create change so that people can thrive we need to be proactive, take 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.

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.

What we do

Turn2us is a national charity offering practical help to people facing financial insecurity. In 2025:



Over **2.1 million people** completed a Turn2us benefits calculation.



1.2 million of Turn2us Benefits Calculator users found new benefits to apply for.



Turn2us made grants worth over a total of **£2.5 million** for almost **1,732 people** in financial need across the UK.



Over **830,000 searches** were completed using the Turn2us Grants Search tool.



Our Turn2us PIP Helper tool has attracted over **513,000** page views.



Syeda, Turn2us service user.

The cost of financial insecurity



The most recent poverty data reveals a deepening crisis. The Joseph Rowntree Foundation's UK Poverty 2026 report reveals that **21% of the UK population (13.8 million people) lived in poverty in 2023/24**. Critically, poverty has deepened: **48% of those in poverty (6.8 million) now experience 'very deep poverty'** (below 40% of median income after housing costs), the highest rate on record. **Child poverty has risen for three consecutive years to 4.5 million**. Destitution more than doubled between 2017 and 2022, affecting 3.8 million people, while **food insecurity increased by 60% between 2021/22 and 2023/24**. See [JRF UK Poverty 2026: The Essential Guide](#). ↗



UK inflation has continued to soar in recent years, now standing at **3.4% in December 2025**, up from 3.2% in November 2025. Over the period May 2021 to May 2024, **UK consumer prices increased by 20.8% in total**. See [ONS Consumer Price Inflation December 2025](#). ↗



Financial insecurity affects specific groups disproportionately. Research shows those most affected by rising costs are women (81% compared with 73% of men); people with disabilities (82% compared with 75% of non-disabled people); and those with children under five (90% compared with 76% of non-parents). Nationally, **7.0 million UK adults (13%) are behind on at least one household bill**, according to *National Debtline & Money Advice Trust research from March 2025*, with 1.4 million behind on energy, council tax and water bills. See [Money Advice Trust Press Release \(March 2025\)](#). ↗



Fuel poverty remains a critical issue in the UK. According to the *Annual Fuel Poverty Statistics Report 2025*, **2.7 million households in England (11%) were in fuel poverty in 2024**, with projections indicating this will have risen to 2.78 million (11.2%) in 2025. The Department for Energy Security and Net Zero reported that **8.99 million households (36.3%) spent more than 10% of their income on energy in 2024**, up from 8.73 million in 2023. See the [Annual Fuel Poverty Statistics Report 2025](#).



Household debt continues to rise significantly. By March 2025, **average household debt reached £66,892** with credit card debt totalling **£73.2 billion (£2,579 per household)**. Citizens Advice reports over half of specialist debt clients now spend more than they earn, with **average debts of £10,000 per household** (up 24% since 2019). Household bill debts averaged **£2,875 per client in 2024**, up from **£2,194 in 2022**. See [Citizens Advice National Red Index 2025](#). ↗



Ethnic inequalities in poverty remain stark. Recent JRF data shows **around half of people in Pakistani (51%) and Bangladeshi (53%) households are in poverty** after housing costs. **Black and minority ethnic people are 2.5 times more likely to be in poverty than white people**, with the poverty rate for **Black people at 39% in 2023/24**, compared to 18% for white people. In fuel poverty, **15% of Black households were affected in 2024** — the highest rate of all ethnic groups. See [JRF UK Poverty 2026](#), [Runnymede Trust's Falling Faster report](#), [Health Foundation analysis](#), and [GOV.UK Ethnicity Facts and Figures](#).

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'.

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.

Role Profile

Noemi, Turn2us service user.



Job title: Head of Impact and Evaluation (Maternity Cover)

Reports to: Director of Impact, Digital and Data

Department: Impact, Digital and Data

Team: Team of three, all directly line managed by this role: Research and Learning Manager, Senior Impact & Learning Officer, Impact & Research Officer.

Purpose of the Role:

Lead the Insight & Evaluation function during a period of maternity cover, ensuring Turn2us has proportionate, practical and rigorous approaches to understanding and improving impact. The role provides strategic direction, line management and quality assurance across MEL, research and analysis; helps the organisation prioritise evidence needs within available capacity; and ensures findings are accessible, accurate and useful for decision-making, learning, funding, reporting and programme improvement.

Key Responsibilities and Accountabilities:

1. Strategic leadership of monitoring, evaluation, learning and impact: Provide strategic leadership for Turn2us's approach to monitoring, evaluation, learning and impact, ensuring that evidence and

insight support organisational priorities, decision-making and continuous improvement.

2. Prioritisation and organisational support: Lead the prioritisation of insight, evaluation and research activity across the organisation, providing clear recommendations on where resources should be focused and how competing demands should be managed.

3. Research, evaluation and learning: Provide oversight and quality assurance for evaluation, research and learning activities, ensuring that approaches are proportionate, rigorous and useful for operational and strategic decision-making.

4. Data, analytics and evidence use: Support the effective use of quantitative and qualitative evidence across the organisation, ensuring findings are interpreted appropriately, communicated clearly and used consistently.

5. Organisational learning and influence: Promote a culture of evidence-informed decision-making and organisational learning, helping teams translate findings into meaningful action and improvement.

6. Team leadership and management: Provide leadership, direction and line management to the Insight & Evaluation team, ensuring high performance, effective prioritisation and professional development.

Duties

1. Strategic Leadership of Monitoring, Evaluation, Learning & Impact

- Lead ongoing embedding and refinement of the Turn2us Impact and Insight Framework, ensuring outcomes and measures are fit for purpose and applied consistently.
- Provide strategic leadership on MEL approaches across programmes, partnerships, policy and digital work, advising senior leaders on measuring impact — including in complex areas like place-based work and systems change.
- Work with the Director of Impact, Digital and Data to shape priorities for evidence and learning.

2. Prioritisation and Organisational Support

- Oversee all evaluation, research and insight activity across the team; assess requests and recommend appropriate levels of support based on priority, resource and value.
- Act as a trusted adviser across the organisation, managing competing stakeholder expectations on timescales, methodology and resourcing.

3. Research, Evaluation & Learning

- Oversee delivery and quality assurance of major evaluations, supporting the Research and Learning Manager on key organisational evaluations.
- Provide methodological guidance, balancing rigour with practical constraints (timelines, burden, resources), and promote good practice in qualitative and quantitative methods.
- Maintain oversight of survey and measurement approaches, ensuring they're accessible, proportionate and consistently applied.

4. Data, Analytics & Evidence Use

- Work with data and analytics colleagues to ensure effective, accurate use of evidence, setting standards for analysis and reporting.
- Ensure findings are communicated clearly and accessibly to a range of audiences, and support consistent organisational language on impact and evidence.

5. Organisational Learning & Influence

- Promote a culture of learning and evidence-informed practice, helping teams act on findings from research and evaluation..

- Support use of insight from strategic projects (e.g. audience insight work) to inform planning and decision-making.
- Represent the Insight & Evaluation function internally and externally, and build relationships with external partners.

6. Team Leadership & Management

- Line manage the Research and Learning Manager, Senior Impact & Learning Officer and Impact & Research Officer, including supervision, objective-setting and development.
- Set priorities, allocate resources and coordinate the team's workload, risks and delivery timelines.
- Contribute to departmental planning, budgeting and reporting.

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



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

Skills and Knowledge

- Excellent analytical, communication and influencing skills, including the ability to interpret complex evidence, make sound judgements and communicate findings and recommendations to a range of audiences.
- Strong understanding of monitoring, evaluation, learning and research approaches, including the ability to balance methodological rigour with feasibility, proportionality and organisational need.
- Proven project and relationship management skills, including the ability to work effectively across complex organisations and with diverse stakeholders.
- Relevant knowledge of UK poverty and financial hardship, or a closely related area, including current policy, practice and trends.
- Knowledge of systems change theory and practice is desirable.
- Experience developing and implementing monitoring, evaluation and learning frameworks and overseeing qualitative and quantitative research and evaluation activity.
- Experience influencing decision-making, managing competing priorities and stakeholder expectations, and delivering complex projects or programmes.

Personal Attributes:

- Pragmatic and solutions-focused, able to balance ambition, methodological rigour and operational realities when making decisions.
- Able to build credibility and trusted relationships with colleagues and stakeholders at all levels, including senior leaders.
- Comfortable providing recommendations, managing expectations and influencing decisionmaking in complex or ambiguous situations.
- Committed to Equity, Diversity, Inclusion and Belonging, continuous learning and improvement, and meaningful participation of people with lived experience.

Experience

- Experience leading monitoring, evaluation, learning, impact, insight or research functions, including responsibility for strategy, quality assurance and delivery.
- Experience leading, managing and developing staff and teams, role-modelling organisational values and creating an inclusive environment in which people can thrive and perform at their best.

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 interested in applications from people from varied backgrounds.

Terms of appointment

Salary:	Circa £60,000 per annum.
Contract:	Full time (35 hours), 12-month contract
Location:	Hybrid: at least one day per week at the 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 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 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-head-of-ie-interim> and include:

- a CV.
- a Cover letter (no more than two pages), explaining your motivation for applying for the role, along with how you meet the Person Specification.

The closing date for applications is **Friday 11th September 2026**. Candidates will be notified of the outcome of their application **by Friday 25th September 2026**.

Final interviews are expected to be held in-person at Turn2us' offices during **w/c 28th September 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.



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. Copyright © 2021 Turn2us.

www.turn2us.org.uk