

Head of Impact and Evaluation

Candidate Pack
July 2025

Welcome

Dear Candidate

I'm so pleased you're considering joining Turn2us's leadership team as our new Head of Impact and Evaluation. As our new Head, you'd lead a team of four highly skilled impact, learning and research professionals, each with a deep well of expertise in their particular specialisms. Turn2us is serious about tackling financial insecurity both at scale and at its roots. We understand that the measurement and evaluation of our all of our work is absolutely vital to achieving this and helping people thrive.

You'd be joining an organisation where the work matters deeply. It matters to the single parent worried about keeping their family warm this winter. It matters to the carer trying to navigate the benefits system. It matters to the office worker who lies awake worrying about bills and whether their family will have a roof over their head by the end of the school term. In short, this work matters because no one should have to face financial insecurity alone.

We are proud of being a values-led organisation with colleagues who bring deep expertise and a fierce commitment to the delivery of meaningful, real-world impact. Our data, generated by our research or by our innovative digital information tools like the Benefits Calculator or the Turn2us PIP Helper, is crucial to this.

As Head of Impact and Evaluation, you will lead the process of embedding a culture of constant questioning our outcomes at Turn2us. You'll push us to continually sense check the value of our work through training us to reflect on whether our impact can be improved, scaled or replicated. You'll work closely with the Head of Policy and their team to produce original research that extends our understanding of the problem domain we work within, and which grows our reputation and capacity to influence for real change in systems we campaign to improve. You will collaborate with the Head of Data and their own team of specialists in our quest to understand and transform data into ever more useful sets of information, insight and knowledge. You'll also collaborate with the Head of Digital and Design product teams in their use of insights to support better tailored products and deliver greater impact for people facing financial uncertainty. You will seek out cross-sector data partnerships with other values-led organisations so that we can use our capabilities of learning, research and evaluation to develop a deeper understanding of both national and local trends related to financial insecurity, enabling us to create lasting, system-wide change together.

We're looking for someone who sees impact not as a back-office function but as a transformative enabler of our mission. Naturally we want you to bring deep technical expertise, but also empathy, curiosity, and the leadership skills to bring others with you. This role isn't just about ticking boxes and meeting funder paperwork requirement. It's about supporting innovation, making crucial decisions about where we focus our efforts, and unlocking the insights that help us deliver a more just and secure society.

At Turn2us, we are deeply committed to challenging ourselves to authentically embody what it means to be an organisation built on the principles of Equity, Diversity, Inclusion and Belonging (EDIB). This commitment is reflected in our determination to work towards a fully diverse

team and an inclusive working environment for everyone who works for and with Turn2us. It is embedded in our organisational values and in our guiding principles, owned individually and collectively at all levels of the charity. As a member of the Leadership Team, you will work proactively and collaboratively with colleagues to ensure our work is anti-oppressive and co-produced with people with lived experience of financial insecurity, while promoting leadership 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.

We also 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 from a wide range of backgrounds- whether commercial, from civil society, government or education. But an ability and curiosity to learn is key, as is the confidence to acknowledge the things that you don't know.

This role requires persuasive leadership and exceptional relationship building skills within a matrix environment, and so a good level of emotional intelligence is important. You will be at your most comfortable working collaboratively and selflessly as part of the wider Leadership Team of Heads and Directors and will be able deliver across the organisation's work in a way that is viewed as supportive and constructive rather than over stepping.

This is a genuinely exciting and critical role: for our staff, our partners, and most importantly, the people for whom our organisation exists. 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.

Best Wishes,

Michael Clarke,

Director of Impact, Digital and Data

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 2023/4:



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.



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

Job title: Head of Impact and Evaluation
Reports to: Director of Impact, Digital and Data
Department: Impact, Digital and Data
Team: Team of four - Research and Learning Manager, Senior Impact & Learning Officer, two Research Officers. Line manages the Research and Learning Manager

Purpose of the Role:

Leading the delivery of Measurement, Evaluation and Learning (MEL) at Turn2us so that staff can understand the impact of their work, and the ways in which that impact can be improved, replicated and scaled. Making evidence-based recommendations for strategic decision making about our programmes and products. Facilitating and supporting innovations that address our vision of financial security for everyone.

Key Responsibilities and Accountabilities:

1. Strategic Impact – Maintain and evolve frameworks that provide all colleagues with an accessible strategic framing and understanding of our impact and how it can be improved, replicated and scaled.
2. Prioritisation and Innovation - Support Team Heads and Directors in decisions about prioritising or continuing existing work and assessing innovations that address our vision of financial security for everyone.
3. Collaborate with the Policy Team and external partners on research projects and external research partnerships that allow us to understand poverty and financial insecurity's causes, symptoms and potential solutions.
4. Responsible for the leadership of the Impact team.

Duties:

1. Strategic Impact – Maintain and evolve frameworks that provide all colleagues with an accessible strategic framing and understanding of our impact and how it can be improved, replicated and scaled.

- Lead the continuing development of the Turn2us Insight & Impact Framework, Target Audience definition and Theory of Change (and related impact logic models).
- Support teams to deliver the measurement, evaluation and learning (MEL) of the impact of their programmes and products.
- Work with the Head of Data, the Head of Policy and, with the support of the IT Team, to deliver a knowledge management solution to maximise the utility of our growing library of MEL insight and learning resources and deliver effective, planned and on-demand reporting.
- Work with stakeholders to identify key impact measures that track our overall strategic progress across both our operational year (supporting the OKR process) and the length of our strategic plan (currently covering 2023 to 2028).
- Ensure consistent and appropriate impact monitoring across our programmes and products.

2. Prioritisation and Innovation - Support Directors and the leadership team in decisions about prioritising or continuing existing work and assessing innovations that address our vision of financial security for everyone.

- Provide the Directors and CEO with evidence and strategic insight in assessing the progress of new products and programmes or changes in existing ones, and identifying the biggest opportunities for scaling our impact.
- Work with the Head of Data and the Data Analytics Lead to ensure we are capitalising on actionable insights from our product and programme data to improve programmes and influence policy.
- Work with the Head of Data to identify to how we might use data insight to drive innovation and scale our impact.
- Support data and insight within fundraising bids, in collaboration with colleagues.
- Ensure that the team's programme of research and evaluation aligns and supports our overall strategy, operational plan and programme priorities.

3. Collaborate with the Policy Team and external partners on research projects and external research partnerships that allow us to understand poverty and financial insecurity's causes, symptoms and potential solutions.

- Proactively identify, reach out and collaborate with partners whose research and work might enhance our impact and capability.
- Be a voice in the sector for how understanding impact can drive innovation, outcomes and product evolution and effect systemic change
- Working with the Policy team and other colleagues and partners, produce original research and learning that enhances our understanding of financial insecurity and grows our capacity to influence policy and drive systemic change.
- Shape strategic initiatives to improve the insight and impact practice at Turn2us, creating and inspiring communities of practice inside and outside of the charity.
- Ensure that, wherever possible, MEL and research projects are fully co-produced.

4. Responsible for the leadership of the Impact team and the direct line management of the team.

- Ensure research delivered by the Impact and Insight Team, other staff, or external contractors is quality assured and meets the highest possible research standards.
- Providing ongoing team development and foster a culture of shared learning and collaboration between the I&I team and other teams that authentically reflects the wider Turn2us culture and values.
- Establish practical processes, relationships and service level agreements between the I&I team and the wider organisation.
- Effectively manage the budget and resources of the I&I team to ensure that the programme of research and evaluation for the operational year is delivered.
- As a member of the Operational Management Team Provide leadership across the organisation.

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

Skills and Knowledge:

- Excellent influencing skills including ability to frame information to resonate with a variety of audiences.
- Excellent analytical skills to interpret and synthesise multiple sets of complex information and evidence, identify and address contradictions or gaps, and to make sound decisions with confidence.
- Excellent written and verbal communication skills at every level of a complex organisation.
- Proven project and relationship management skills across complex operations.
- 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.
- A clear understanding of, and commitment to, Equity, Diversity, Inclusion and Belonging, and the commitment to promote EDIB through your work.

Experience:

- Experience in managing and delivery of knowledge management, information and research and evaluation.
- Experience of research and evaluation in a complex environment, managing multiple large projects at once.
- Experience of working in partnership with people that access Turn2us services and/or have personal lived experience of financial hardship, developing products and solutions in a co-produced manner.
- Ability to think and act strategically and demonstrate a record of successful delivery.

Personal Attributes:

- Ability to build strategic relationships and to negotiate and influence a wide range of stakeholders, establishing positive relationships that generate confidence and trust.
- Ability to lead, motivate and manage teams in achieving clear and challenging objectives.

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, permanent (35 hours).
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 www.tallroots.co.uk/turn2us-head-of-ie and include:

- a CV.
- a Covering Letter.

The closing date for applications is **Friday 1st August 2025.**

First round interviews will be held in person at Turn2us' offices during **w/c 11th August 2025.**

Final interviews will be held in-person at Turn2us' offices during w/c **18th August 2025.**

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.

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.
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