

Welcome



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

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

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

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

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

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

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

Thomas Lawson, Chief Executive Officer

From your hiring manager

So people can build financial sustainability and thrive, Turn2us gives people the information and support they need in the face of life changing events, and collaborates to tackle the causes and symptoms of poverty.

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

The Head of Insight and Impact is an essential role for Turn2us in helping us to improve our programmes and influencing to better serve the people we exist for. Your department is responsible for ensuring that we embed evidence and learning across our work. The focussed team of specialists analyse insights from research, data and impact monitoring and evaluation. They work in partnership with other teams across the charity to embed learning and enable action.

The successful candidate will work strategically with Heads of our programmes and Head of Policy and Influencing to build a framework to ensure our insight and impact work aligns to our 2023-28 strategy and strengthens our integrated programmes approach.

You may not have been a head of department before as we are open to hiring for potential. However, you will have significant line management experience and a considered leadership approach to strengthen our directorate and organisational management teams. You will have excellent analytical skills to interpret complex information, identify and address contradictions or gaps, and to make sound decisions with confidence. You will have experience of research and evaluation in a complex environment, managing multiple large projects at once. You will have the ability to think and act strategically and demonstrate a record of successful delivery.

We prefer that you either have experience of working in partnership (co-production) with people in financial insecurity that could access Turn2us services and/or have personal lived experience of financial hardship.

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

We would love to hear from you.

Jo Kerr,
Director of Impact & Innovation

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 strengthened our safeguarding 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 – empowering 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.

Over the next five years 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:

Hayley ↗

Jane ↗

Sanaz ↗

Background reading

JRF UK Poverty 2023

SMC Measuring Poverty 2019

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Further information

<u>View our Annual Report & Accounts 2021/2022 ₹</u> <u>View our Strategy and Purpose ₹</u>

Job description

Head of Insight & Impact

Job title: Head of Insight & Impact

Department: Impact & Innovation Directorate

Reports to: Director of Impact & Innovation

Location: Hybrid: Turn2us London Hub (Hammersmith) & homeworking

Direct Reports: Data Analytics Lead, Senior Impact & Learning Officer, Research

Officer

Contract type: Permanent, full-time

Purpose of role

Developing and leading a co-produced strategic insight and impact framework for Turn2us and realising this through partnership with heads of department across programmes, influencing and the wider charity. Providing excellent leadership of the Insight and Impact Team to foster strong working relationships and enable us to deliver high-quality data analysis, impact measurement and research on behalf of Turn2us.

Key responsibilities and accountabilities

- Create and lead a co-produced strategic insight and impact framework, or approach, for Turn2us that uses data, impact evaluation and research to inform our systems change work, ongoing product and programme improvement; new initiatives; and supports our influence, profile, and income generation.
- Lead our approach to data, working closely with colleagues across departments and specialist roles to generate and share actionable insights.
- 3. Oversee our approaches to impact evaluation to help us improve our programmes and influence systemic change.
- Lead on research projects and external research partnerships that allow us to understand poverty and financial insecurity's causes, symptoms and potential solutions..
- 5. Support all teams to undertake their own monitoring, evaluation and continuous improvement processes to enable Turn2us to become a learning organisation.

 Responsible for the leadership of the Insight and Impact team and the direct line management of the team

Duties

- Create and lead a co-produced strategic insight and impact framework, or approach, for Turn2us that uses data, impact evaluation and research to inform our systems change work, ongoing product and programme improvement; new initiatives; and supports our influence, profile, and income generation.
- Work collaboratively with Programmes Heads to create an Insight & Impact Framework that prioritises how and when we generate insight and understand the impact of our integrated programmes (including grant giving, online tools, our contact centre and face-to-face local programmes).
- Lead on the design and development of continuous learning processes so that Turn2us increases its impact for the people we exist to serve.
- Shape strategic initiatives to improve the insight and impact practice at Turn2us, creating and inspiring communities of practice inside and outside of the charity.
- Lead our approach to data, working closely with colleagues across departments and specialist roles to generate and share actionable insights.
- Oversee the strategic organisation-wide management and analysis of our data, providing transparency and access to Turn2us data in near real-time.
- Ensure that the appropriate tools are used for data collection, management and analysis.

- Work with the Data Analytics Lead to ensure we are capitalising on actionable insights from our product and programme data to improve programmes and influence policy; building a roadmap to expand our strategic uses of data insight.
- Working with Planning and Strategy colleagues, provide dashboards to project teams, Management Team and Board to help us understand progress against key metrics and goals.
- Lead on the use of data and insight within fundraising bids, in collaboration with colleagues.
- Lead and contribute to data-sharing partnerships between Turn2us and other civil society and public sector organisations.
- Create and maintain ethical data use policies for Turn2us.
- Oversee our approaches to impact evaluation to help us improve our programmes and influence systemic change.
- Lead the collation and publication of impact evaluation and reporting for Turn2us including Monitoring, Evaluation and Learning reports on programmes for a range of audiences – the Management Team, colleagues, partners, trustees, and funders.
- Ensure that, wherever possible, evaluation projects are fully co-produced.
- Create internal processes for accountable approach to impact evaluation; including where we have succeeded and where we have failed against our aims; so that we are always improving rather than proving our impact.
- Ensure consistent and appropriate impact monitoring across all of our programmes and products.
- 4. Lead on research projects and external research partnerships that allow us to understand poverty and financial insecurity's causes, symptoms and potential solutions.
- Develop a research roadmap that maps to our operational plan and programme priorities and includes research that is both internally led and, where needed, externally commissioned.
- Work with teams to develop the relationship between research and Turn2us programmes and influencing agenda.
- Work with the Research Officer on the development of peer research at Turn2us, creating impactful research that is cocreated in partnership with researchers with lived experience.
- Ensure research delivered by the Research Officer, other staff, or external contractors is quality assured and meets the highest possible research standards.
- Lead on the creation of user-led insight, for example via user panels, focus groups and via collaboration with partners.

- Co-design a research ethics framework for Turn2us.
- Support all teams to undertake their own monitoring, evaluation and continuous improvement processes to enable Turn2us to become a learning organisation.
- Foster a culture of curiosity and openness for insight and impact across Turn2us, to improve impact.
- Lead on development of learning processes within Turn2us, so that we can reflect on our successes and failures and continue to increase our impact for people who use our services, over time.
- Continue the evolution of our learning toolkit, so that teams can deliver their own learning projects and the effort of Insight & Impact is reserved for the highest priority pieces of work.
- Lead on creation of safe and supportive forums for collective evaluation and learning.
- Lead on learning and development activities for all staff in evaluation, research and data analysis so that all staff have access to relevant training and skills sharing, democratising impact information and research and data insights.
- Responsible for the leadership of the Insight and Impact team and the direct line management of the team
- Providing ongoing team development and supporting colleagues to form a collective team identity and team contract.
- Establish relationships and responsibilities between the team and the wider organisation, including ways of working.
- Working with Director of Impact & Innovation, Head of Digital & Design and Head of Equity, Diversity, Inclusion and Belonging to provide leadership across the directorate.
- Working as a member of the Management Team to 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

Head of Insight & Impact

Skills

- Excellent influencing skills including ability to frame information to resonate with a variety of audiences.
- Excellent analytical skills to interpret complex information, identify and address contradictions or gaps, and to make sound decisions with confidence.
- While specific and deep data analysis skills are preferred, the
 post-holder must at least have a strategic understanding of
 data to manage a mid-weight data analyst role and build a
 roadmap for expanding our approaches to data insight.
- Excellent written and verbal communication skills.
- Proven project management skills across complex operations, using business systems and tools to manage efficiently.

Knowledge

- Relevant knowledge of UK poverty and financial hardship, 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 their 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 coproduced manner.
- Ability to think and act strategically and demonstrate a record of successful delivery.

Personal Attributes

- Demonstrable track record of personal integrity, honesty and humility.
- 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.



Staff Benefits

To read the full list of benefits of working at Turn2us, please visit the jobs page of our website <u>linked here</u> **⊿**.

Annual Leave

 If you join us at Turn2us, you will start on 25 days annual leave per annum (pro-rata for part time workers). Each year on 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 Zurich.

Flexible Working

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

Commitment to diversity & inclusion

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

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

- Making any reasonable adjustments.
- Providing this job pack in a Word document format on request, for anyone who finds Word documents more accessible.
- Sharing interview questions or areas of discussion ahead of interviews.



Co-production officer Kemi Fontaine, and senior HR officer Radhika Gohil.

How to apply

NFP are managing this recruitment on behalf of Turn2us. If you are interested in applying for this role, please click on this Link ↗

If you would like an informal confidential discussion about this role or Turn2us in order to help you decide whether to apply, please contact:

Carroll Lloyd, Director, NFP Consulting by calling 07765 001 033 or emailing carroll.lloyd@nfpconsulting.co.uk

Initial application is by way of CV and supporting statement that highlights your motivation for wanting to work with Turn2us and your interest and credentials for this role.

Turn2us is an equal opportunities employer and welcomes applications from members of all communities. It is committed to equality of opportunity, inclusion and diversity. We encourage and welcome applications from all parts of the community regardless of age, disability, sex, gender reassignment, sexual orientation, pregnancy and maternity, race, religion or belief and marriage and civil partnerships.

Turn2us particularly welcomes applications from those who have had experience of poverty themselves or of tackling poverty.

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. More information on our safeguarding policy can be found on our website.

Please let us know if you will require any reasonable adjustments should you be called for an interview.

Please note that all job offers are subject to 2-3 satisfactory references and a disclosure satisfactory to Turn2us from the Disclosure & Barring Service (DBS).

Please read our privacy policy here.



About Turn2us



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.

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 2022:



2.7 million people completed a Turn2us benefits calculation.



5.9 million people visited our website for information to help them tackle financial shocks.



Turn2us made grants worth a total of £3.4 million for 3,454 people in financial need.



1.3 million people used the Turn2us Grants Search.



Our Helpline received over **98,179 calls** from people needing support to access our services and those of others.



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 7, 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.

Z



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. Z

Our timeline

1904 1948

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

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

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 ______ 1999 ______ 2007

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. 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.

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.

2009 _____ 2010

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

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 2012

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.

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

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

2013 2015 2017

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

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.

Turn2us launches the Response Fund to help people who have ha

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

2020 2023

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.

125th Anniversary of Turn2us.

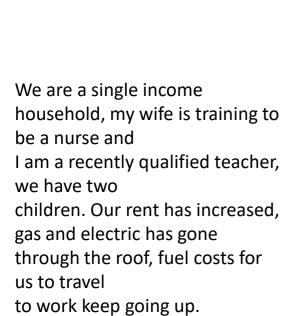
Launch of the new Turn2us 2023-28 strategy 'Tackling Financial Insecurity Together'.

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.

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.



Contact us: recruitment@turn2us.org.uk www.turn2us.org.uk









