



Research & Learning Manager

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 of us who are experiencing financial insecurity across 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. In 2023, over 2.7 million calculations were completed on our free online Benefits Calculator tool. We know that 60% of those users (1.6 million) found new benefits that they could apply for. During this same period, 750,000 searches were completed using our Grants Search tool which helps match people to charitable funds that could give them vital breathing space – and avoid getting into unaffordable debt. Additionally, the Turn2us helpline received 92,724 enquiries from people needing support to access our services and those of others.

Last year we supported almost 3,500 people and families across the UK with direct grants of nearly £3.1m, including through Turn2us Edinburgh Trust. Our growing number of other place-based programmes across England and Wales are enabling us to deepen both our impact and understanding of what people need to thrive.

At Turn2us our vision is financial security for everyone. We should have enough money to cover our basics, enjoy our lives and make plans. Whether it's the sudden cost of a funeral, the loss of a job, being ill or becoming disabled, not all of us have the financial security to withstand that kind of financial shock, and that's what we want to change. 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.

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. Our organisation Values instil in us a great sense of urgency to create change, to hold ourselves to account and to continuously improve all aspects of our work so that we better deliver on our purpose.

In the context of some important conversations taking place in our sector, I am unequivocal about our organisational commitment to Equity, Diversity, Inclusion Belonging, 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 four years has been extremely challenging for people across the UK. We have lived through one of the UK's most extraordinary periods, the last throes of the pandemic, the ever-increasing daily costs of living, a quick series of disruptive changes in the country's leadership and for many in our communities, great uncertainty about our ability to get by in a volatile economy. 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 Research and Learning Manager is vital new role to bring rigour to our research and evaluation work. Your team is responsible for ensuring that we are a learning organisation, embedding evidence and project learning across our work. They work in partnership with other teams across the charity to develop strategic research and evaluation projects and enable increased positive impact.

You will be the driver of setting up more consistent, rigorous and equitable research and evaluation practices. You will use these new practices to drive better and more efficient use of insight across Turn2us. This will be part of rolling out a new framework for insight and impact across the charity.

We are more interested in your potential than we are in a perfect career or education. However, you will need to have substantial knowledge and experience of research and evaluation methods in complex environments, as well as a record of successful delivery of projects you have managed. You will have excellent analytical skills to interpret complex information, identify and address contradictions or gaps, and to make sound decisions with confidence. 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.

Errin Norton-Brown,
Head of Insight & Impact

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 ↗](#)

Further information

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

[View our Strategy and Purpose ↗](#)

Job description

Research & Learning Manager

Job title:	Research & Learning Manager
Department:	Insight & Impact Team, Impact & Innovation Directorate
Reports to:	Head of Insight & Impact
Location:	Hybrid: Turn2us London Hub (Farringdon) & homeworking
Direct Reports:	Senior Impact & Learning Officer, Research Officer
Contract type:	Permanent, full-time

Purpose of role

Bring greater planning, rigor and quality to the Research & Learning function of Turn2us ensuring appropriate Measurement Evaluation & Learning and research plans developed and all outputs are timely, effective and clearly communicated. To lead collaborative research projects and manage a small team and deputise for the Head of Insight & Impact as needed.

Key responsibilities and accountabilities

1. Oversee Turn2us's Measurement, Evaluation & Learning plans and processes to ensure that impact evaluation and learning are successfully embedded across our programmatic activity.
2. Lead Turn2us's research function, including owning a roadmap for future research aligned to our operational plan objectives.
3. Lead the impact component of the operational planning cycle, in partnership with the Senior Planning & Strategy Officer.
4. Provide line management support and leadership to the small Research & Learning team within Insight & Impact, deputising for the Head of Insight & Impact as needed.

Duties

1. **Oversee Turn2us's Measurement, Evaluation & Learning plans and processes to ensure that impact evaluation and learning are successfully embedded across our programmatic activity:**
 - Ensure that all MEL activity is scoped appropriately, delivered to agreed timelines and is of excellent quality. Work directly on larger scale or more complex MEL, while delegating thoughtfully to the Senior Impact & Learning Officer and the Impact & Learning Officer.
 - Develop a systematic, organised and transparent approach to MEL whereby all teams and colleagues understand which impact and learning practices are appropriate for their work and the level of partnership working and support they can expect from the Insight & Impact team. Maintain a roadmap and clearly communicate it to all colleagues.
 - Work with the Senior Impact & Learning Officer to embed and maintain the Impact Toolkit so that all staff understand how to incorporate learning into their work, even independent of the Insight & Impact team.
 - Ensure learnings from programmatic work are captured, stored appropriately and used for the benefit of future work; supporting Turn2us's ambition to become a 'learning organisation'.
 - Work with the Co-Production Officer to develop plans to embed impactful co-production in our MEL work.

2. Oversee Turn2us's research function, including owning a roadmap for future research aligned to our annual operational plan objectives:

- Ensure that all research activity is scoped appropriately, delivered to agreed timelines and is of excellent quality. Work directly on research projects (with or without an external consultant), with support from the Research Officer.
- Work with the Head of Insight & Impact and Heads within Programmes and External Affairs to prioritise research initiatives, giving precedence to work that connects to our systems change agenda. Maintain a roadmap of research activity that aligns to our operational plan objectives and clearly communicate it to all colleagues.
- Elevate the profile of our research within and outside of Turn2us, ensuring that colleagues understand the benefits of incorporating research into their work and the resulting research is shared externally through work with External Affairs.
- Work with the Co-Production Officer to develop plans to embed impactful co-production in our research work.

3. Lead the impact component of the operational planning cycle, in partnership with the Senior Planning & Strategy Officer:

- Understand, identify and facilitate the collection and collation of data metrics for Key Results, working with the Data Analytics Lead as required.
- Facilitate workshop sessions within the quarterly OKR review meetings with the Organisational Management Team (OMT) to review and track delivery against our objectives and key results.
- Maintain and evolve the operational plan's Health Metrics dashboard, working with the Data Analyst as required.

- Work with OMT colleagues and the Senior Planning & Strategy Officer to draft the Operational Report to the Turn2us Board of Trustees ahead of each Board Meeting.
- Work with Directors and the Head of Insight & Impact to prepare content for Impact & Influence Committee meetings.

4. Provide line management support and leadership to the small Research & Learning team within Insight & Impact, deputising for the Head of Insight & Impact as needed:

- Providing ongoing management and development to the Senior Impact & Learning Officer and Research Officer through direct line management; working with them and the Impact & Learning Officer to form a collective team identity and team contract.
- Establish relationships and responsibilities between the team and the wider organisation, including ways of working.
- Deputise for the Head of Insight and Impact as required.

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.

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



Person specification

Research & Learning Manager

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.
- Proven project management skills across research and evaluation projects, using business systems and tools to manage efficiently.
- Ability to synthesise information, for example through literature reviews.
- Excellent written and verbal communication skills, with an ability to communicate and present with confidence to a wide range of individuals and organisations.
- Facilitation skills including how to design facilitation plans and keep meetings/workshops on track.
- Partnership management skills, to build positive and effective working relationships and adapt approaches for different partners.

Knowledge

- Relevant knowledge of UK poverty and financial hardship, including current policy, practice and trends.
- A clear understanding of, and commitment to, Equity, Diversity, Inclusion and Belonging, and the commitment to promote EDIB through their work.

Experience

- Experience of research and impact evaluation in a complex environment, managing multiple large projects.
- Training/experience in supporting planning activities including setting OKRs and/or KPIs.
- Experience of working in partnership with people that access Turn2us services and/or have personal lived experience of financial hardship.
- Developing research in a co-produced manner which hands over power to co-production partners.
- Experience of line management.

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.

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 [linked here ↗](#).

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.

Flexible Working

- We offer flexible working patterns, both in terms of hours and remote working. Please note that all employees are 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

If you are interested in applying, please click on this [Link 7](#) which will take you to our Applied platform, which supports Turn2us to recruit people free of bias. As part of the application process, you will be asked to complete some questions which are linked to the requirements of the role. These will be blind-reviewed, and the scoring of these will determine whether you move forward in the process.

You will also be asked to submit personal details including diversity data. All diversity data will be treated as confidential. Those involved in the selection process will NOT have access to it. The information given by candidates will be solely used for the purpose of improving the recruitment process.

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.](#)

Noemi, Turn2us service user.



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 2023:



Over **2.7 million people** completed a Turn2us benefits calculation.



60% of Turn2us Benefits Calculator users found new benefits to apply for.



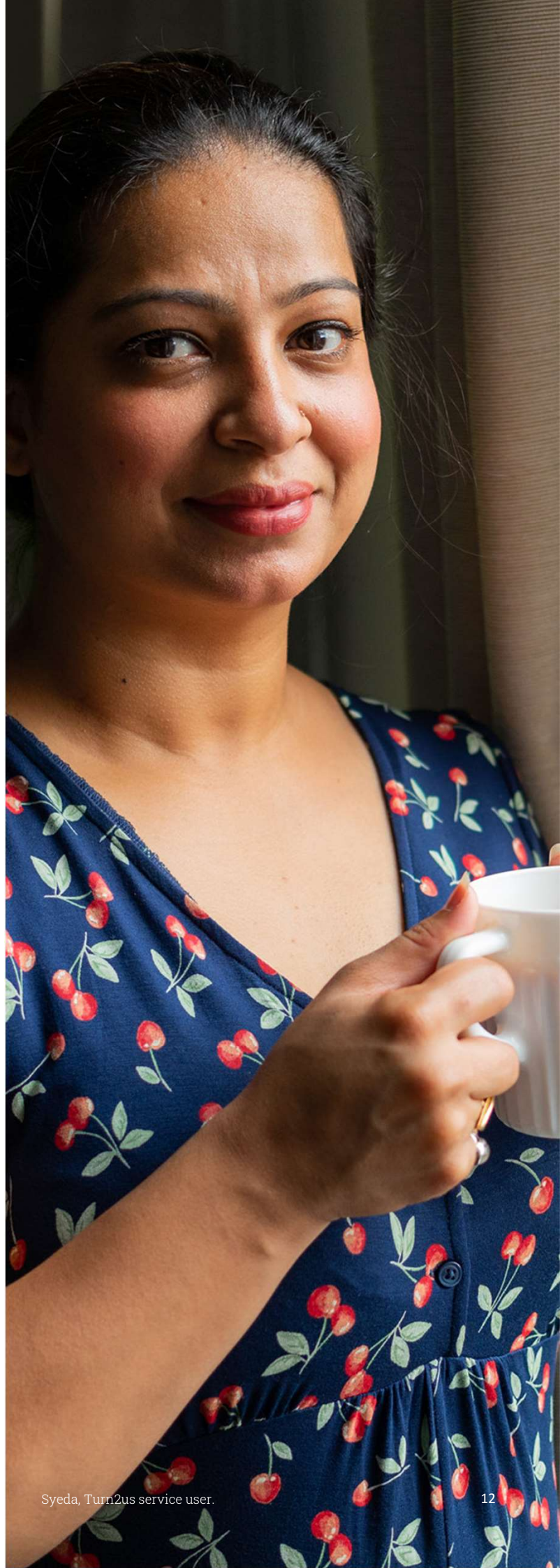
Turn2us made grants worth over a total of **£3.1 million** for almost **3,500 people** in financial need.



Over **750,000 searches** were completed using the Turn2us Grants Search tool.



Our Helpline received over **92,724 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](#) ↗, 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'.

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.

Contact us:

recruitment@turn2us.org.uk

www.turn2us.org.uk

