



## **Director of Culture and Operations Senior Leadership Team**

### **JOB PACK**

**If you would prefer this read aloud, guidance is available [here](#).**

# OUR MISSION

Frontline is a charity with a mission to make life better for children at risk of harm, by improving the services that support them.

Hundreds of thousands of children experience or are at risk from abuse and neglect at home, sexual and criminal exploitation outside the home, and other harms. For these children, the right support and protection can make all the difference.

That's why we develop excellent practice and leadership in social work and other children's services. And we are cultivating innovative new approaches to child protection and driving positive systems change for children.

We are looking for enthusiastic individuals from a diverse range of backgrounds to join our organisation and contribute to our work to create lasting social change for children and families. At Frontline we do this while striving to achieve a culture of freedom and responsibility, and working to become a truly anti-racist organisation. Read on to find out more about our culture and what we are looking for in this role.



# FREEDOM AND RESPONSIBILITY: OUR CULTURE

To achieve our best work as a charity, we need to both let go of control and expect much more of one another. If we can manage this feat, you will be surrounded by a team who can solve problems, speak with candour, communicate expectations and give one another the space and support to achieve fantastic results for children and families. This is what we call a culture of freedom and responsibility.

How do we make it happen? Freedom without responsibility results in chaos – confusion, frustration, a lack of accountability. Responsibility without freedom breeds a rigid focus on following rules and process, even when professional judgement and creativity would produce better results. It can result in people doing things right without doing the right thing. Because of this, we need to have huge levels of both freedom and responsibility. The most important word is not freedom, nor responsibility, but **and**.



# DIVERSITY AND INCLUSION

Frontline is an employer that takes equal opportunity seriously and seeks to walk the talk.

We believe that the strongest performing teams have a lot of difference in them. Our employees come from a range of backgrounds and with various expertise. We are committed to anti-discriminatory practice and are actively seeking to bring people with different lived experiences into the organisation. According to our most recent demographic survey, 30% of our employees are from global majority backgrounds, 6% are disabled, 18 are neurodivergent and 19% identify as LGBTQ+.

We are committed to being an actively anti-racist organisation. For us at Frontline, that means proactively tackling systems and structures that perpetuate and embed racism in our society.

We have a diversity and inclusion working group that includes employees from across all teams and levels including the people team and our senior leadership team. The group leads on recommendations for improvements in this area and implements initiatives to achieve equality for all.

We are committed to taking an inclusive approach to recruitment. We use a system called Pinpoint, which helps to remove bias from the selection process by anonymising applications. We ensure all of our employees have the relevant knowledge to support these aims. We design and deliver regular workshops and training around diversity, inclusion and belonging. We are proud to have won the ENEI Best Smaller Employer Award 2020.

If you're interested in hearing more about diversity and inclusion at Frontline, please feel free to contact [people@thefrontline.org.uk](mailto:people@thefrontline.org.uk).



# OUR BENEFITS

We know that working here is more than just a job title. Our benefits are a way of recognising employees for the important work they all do.



## Community

- Employee Affinity Groups (incl. LGBTQ+, Black Affinity Group, Global Majority, Disabled and Neurodivergent, Parenting Network)
- Employee Resource Groups (incl. D&I, Sustainability)
- Organisational away day once a year
- Regular social activities – virtual and in-person
- Social work roles can join the Fellowship after one year of service



## Family

- Enhanced Occupational Maternity, Adoption, Paternity and Shared Parental leave policies
- Foster and kinship care policy – support and time off for training (up to 10 days)
- Time off for fertility treatment/IVF appointments



## Flexible working

- Home-working around the needs of your role
- Flexibility around our core hours (10am-4pm)
- Mission aligned volunteering time (up to 3 days)



## Learning and development

- CPD – L&D Calendar and apprenticeships
- Tailored, in-house workshops
- Coaching with qualified, professional coach
- Mentoring scheme for underrepresented groups



## Holidays

- 25 days annual leave, plus bank holidays and office closure from 25 December to 1 January
- Holiday entitlement increases by one day every year after two years' service (up to max. 30 days)
- Buy up to five days annual leave a year



## Health and well-being

- Employee Support Service – 24/7 confidential advice line and counselling
- Occupational Health support
- Life Assurance Scheme – death in service benefit of x3 annual salary
- Free eye test and flu vaccine
- Sabbatical after 3 years' service (up to 6 months)



## Pay, pension and loans

- Transparent salary structure, job evaluation to ensure benchmarking and competitive pay
- Up to 8% employer pension contribution, via salary sacrifice
- Interest-free bike and season ticket loan
- Interest-free deposit loan for renting or buying a new home

# THE ROLE

**Role:** Director of Culture and Operations

**Reports to:** Chief Executive Officer

**Salary:** £87,632.09 (incl London Office Allowance) plus competitive pension

**Contract:** Full Time, Permanent

**Location:** 2 days weekly in London office

## The purpose the role

Frontline has achieved significant growth and impact in our first 11 years, and we are now recruiting a director to lead on ensuring our culture, operational and financial infrastructure enable us to continue to grow and drive change for children and families.

With a ~£25m budget and ~150 employees we rely on robust systems, a clear strategy and an enabling culture to support people to do great work to achieve our mission.

Reporting to the CEO, the director of culture and operations (DCO) will develop our annual priorities and strategy. They will lead on strengthening and further embedding our culture of freedom and responsibility by providing excellent operational leadership across Frontline. To effectively operate a culture of freedom and responsibility we need robust financial controls, excellent governance and strong relationships at our foundation – as DCO you will ensure these foundations are in place - and build on them.

We are an ambitious organisation - we work hard to create an inclusive culture which supports our hard-working teams through data, feedback and technology. As DCO you will lead on galvanising our leadership group to ensure they have the necessary resources, collective focus and communication channels across teams nationally.

Frontline is in a strong position. We have a clear strategy, stable finances and strong internal processes so we look forward to welcoming our new director of culture and operations to help build on this, so we can have even greater impact.

**Direct reports:** Head of People, Head of Finance and Compliance, Salesforce Lead, Culture Project Lead and Delivery Manager

**Closing date:** 9am, Wednesday 4 February 2026

## Interviews:

**First round:** w/b 23 February 2026 (online with a task)

**Second round:** w/b 2 March (in-person in London with a presentation)



# THE ROLE

The director of culture and operations (DCO) will ensure Frontline is high-performing, well-governed organisation with a strong culture of freedom and responsibility - a place people can do their best work to achieve Frontline's mission. The DCO has strategic responsibility for high-level, cross-team plans which ensure Frontline's operational functions, effective support teams to navigate challenges and maximise opportunities.

The DCO will ensure high-quality operational support is available to all teams. Working closely with Frontline's leadership group (heads and directors), to make sure that the appropriate and timely information, tools and guidance (e.g. HR, IT and finance) are available to managers and teams as needed.

The DCO will play a key leadership role, alongside other members of SLT by:

- Maintaining a high-level oversight of Frontline's finances, supporting the head of the team with robust decision-making to ensure financial stability
- Overseeing the development of Frontline's annual budget and priority setting, alongside the head of finance and leadership group
- Embodying freedom and responsibility in leading the operational managers at Frontline, constantly seeking ways to improve on efficiency and quality, implementing strategies to ensure Frontline's success
- Ensure communication channels are in place to keep teams connected and informed, creating new opportunities for collaboration and leading on existing activities such as annual all-staff away days and monthly gatherings.
- Ensuring Frontline adheres to legal and regulatory requirements, maintains high standards of corporate governance whilst mitigating risks which could negatively impact Frontline's operations or reputation
- Building and maintaining strong relationships with key stakeholders, internal and external including the Frontline board and the Department for Education (DfE)
- Develop a plan to inform Frontline's approach to AI, drawing on internal champions and partners, to define how we will embed tools in our work over the next three years.



# THE ROLE

## Key responsibilities

The DCO will lead teams delivering on operational priorities in line with freedom and responsibility, to ensure we remain high performing:

### - People:

- Lead the people team to identify new and creative ways to further strengthen our culture of freedom and responsibility
- Manage the head of people and our culture project lead, to ensure excellent HR administration, support and use of data (e.g. staff turnover, sickness levels and performance reporting)
- Design, deliver and evaluate high-quality training and induction and maintain cutting edge approaches to recruitment to best support managers.

### - Finance:

- Manage the head of finance and compliance, supporting them and the finance team to deliver sound financial controls/clear reporting and manage an annual budget of £25m - ensuring financial capability and clear cross-team communication
- Lead the charity's relationship with the Finance Audit and Risk Committee (FARC) and chair, to support the financial leadership of the charity. Build in the necessary checks and draw on the input of the head of finance and CEO as required, to ensure continued financial sustainability.

### - Governance:

- Work with the chair of FARC (and other subcommittees as relevant) to ensure they are taking a strategic view on key issues, providing appropriate challenge and timely decisions (e.g. in budget process).

### - Management of external contracts and relationships:

- Manage the contract governance manager with responsibility for DfE/university contracts and regulatory approval, ensuring effective governance and compliance
- Support relationship management of key stakeholders, including DfE, Social Work England (SWE) and Lancaster University.

### - IT/CRM/Information security:

- Manage and support individual leads to ensure they have the required resources, systems are robust and compliance mechanisms are in place.



Click here for the [org chart](#) of the operations and the senior leadership (SLT) teams.

# THE ROLE

## Person specification:

### Experience and Knowledge

An understanding of (or a commitment to learn about) social work and the views of care-experienced young people

A senior leader with experience of leading and motivating high-performing teams in a range of disciplines, by creating an inclusive work environment

Experience of effectively leading HR and finance teams at a senior level to maintain (or achieve) high levels of performance

A demonstrable understanding of organisational behaviour and experience of successfully leading culture change

Experience of delivering strategic plans while managing operational demands

### Characteristics and Skills

A strong leader with the confidence and drive to motivate colleagues/peers

Exceptional communication and interpersonal skills to engage and inspire positive behaviours in peers, stakeholders and employees

Self awareness and the ability to give and respond to challenge and bring curiosity to problems

Comfortable having honest conversations and being radically candid

Innovative thinker with critical problem-solving ability

A personable, logical thinker with excellent judgement, who can make decisive and informed decisions based on the available information

Able to see potential and enjoys supporting teams to find ways to improve



# THE ROLE

## Person specification:

### Values and Alignment

Willing to champion the voices of young people in all our work and act on guidance and challenge from our brilliant young people's advisory board

Role model and champion our culture of freedom and responsibility

A personal commitment to developing an equitable, diverse and inclusive workforce so we can better support children at risk of harm

Aware, or open to understanding the challenges faced by young people at risk of harm and/or with experience of care

Committed to working to deliver Frontline's mission and vision

Diversity means stronger teams and we want Frontline to reflect the communities we serve. Therefore, we are actively seeking applicants from global majority backgrounds for this role. We are a disability confident employer and welcome applicants with disabilities. We ensure a diverse shortlist for all our roles, so when prompted, we encourage you to share this information with us if you are willing to do so.

Please let us know how we can make the recruitment process more accessible for you by emailing [people@thefrontline.org.uk](mailto:people@thefrontline.org.uk).



# THE ROLE

You may not have all of the experience or skills listed in this job pack but don't let that automatically put you off applying. If you have relevant experience and feel you would be a good fit for this role, we'd love to hear from you.

It is important to us that you are aligned with our values and committed to:

- working to deliver our mission and helping achieve our vision
- creating a culture of freedom and responsibility
- actively dismantling discrimination in your role

## Requirements of the role:

- Substantial leadership experience at a senior level

## Right to Work

- We welcome applications from all candidates who have the right to work in the UK, including those who may require visa sponsorship, as this role is eligible under Home Office criteria

## How to apply:

If this sounds like the right role and organisation for you, please apply by [following this link](#).

Please note that we reserve the right to close all roles early if we experience a high number of applications. If you think the role is a right fit for you, please apply as soon as you can.

## Want to find out more?

If you're interested in finding out more, please email Elise Cronin, Executive Assistant ([elise.cronin@thefrontline.org.uk](mailto:elise.cronin@thefrontline.org.uk)) to arrange an informal conversation with the CEO.

