

A photograph of two people, a woman on the left and a man on the right, smiling and talking to each other. They are standing in front of a large, stylized hourglass sculpture made of glass or metal. The woman has long braids and is wearing an orange sweater. The man has short brown hair and is wearing a striped shirt. The background is a light-colored wall with the hourglass sculpture.

Frontline

**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, 26% of our employees are from ethnic minority backgrounds, 17% are disabled and 20% 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.



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, Racialised Minority, 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, and Shared Parental and Partner leave policies
- Foster and kinship care policy – support and time off for training (up to 5 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

Salary: £84,668.69 per annum (inclusive of London Weighting) plus competitive pension

Contract: Full Time, Permanent

Location: Hybrid, 2 days a week minimum in our London office

The purpose of 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 and operational infrastructure enable us to continue to grow and drive change for children and families.

With a ~£25m budget and ~146 employees we need to have robust systems, a clear strategy and enabling culture in place to support people to do their best work so we can achieve our mission. Reporting to the CEO, the director of culture and operations will lead on strengthening and further embedding our culture of Freedom and Responsibility and providing excellent operational leadership across Frontline.

As an ambitious organisation, we work hard to attract and develop our fantastic team, using data, feedback and technology to do so. We focus on creating an inclusive culture and supporting hard working teams, to achieve our mission. The director of culture and operations will lead this work to ensure we have the right mechanisms and communication channels to effectively bring teams across the country together.

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 and Delivery Manager

Closing date: 28 March 2025

Interviews:

First round: w/c 7th April 2025 (online via Microsoft Teams)

Second round: w/c 14th April 2025 (in-person in our London office)



THE ROLE

The director will have strategic responsibility for leading in the design of high-level cross-team plans focussed on maintaining and developing our [culture of Freedom and Responsibility](#), developing a high performing cohesive workforce, navigating challenges and maximising opportunities to support Frontline's operations.

They will work closely with Frontline's leadership group (heads and directors), particularly the heads of people and communications, to ensure excellent HR support and advice to managers and that internal plans and communications provide clarity to teams. They will also lead on the planning and coordination of an annual all-staff away day and create other opportunities to maintain cross organisational cohesion.

You can see a more detailed organisational chart of the Operations Team and this role's peers in the Senior Leadership Team (SLT) [here](#).

The director of culture and operations will play an active cross-charity leadership role, alongside the other four members of the senior leadership team by:

- Embodying Freedom and Responsibility, modelling how to contribute to a mission-focused culture, which supports people to do their best work
- Providing strategic, systemic leadership and decision-making
- Maintaining high-level oversight of Frontline's finances, supporting the Head of the team with robust decision-making to ensure financial stability
- Leading the four operational managers at Frontline and constantly seeking ways to improve on efficiency, quality and cohesion
- Contribute (and at times lead on) developing and implementing strategies to ensure the organisation's growth and success in achieving our mission
- Ensuring the organisation adheres to legal and regulatory requirements and maintains high standards of corporate governance.
- Building and maintaining relationships with key stakeholders, internal and external including the Frontline Board
- Identifying and mitigating risks that could impact the organisation's operations or reputation.



THE ROLE

Key responsibilities

The Director will lead teams delivering on operational priorities in line with Freedom and Responsibility, to ensure we remain high performing:

- People:

- Manage the head of people to ensure the team provide excellent HR administration, support and up to the minute data
- Design, deliver and evaluate high-quality training and induction to support Frontline's culture and maintain effective recruitment systems to support managers.

- Finance:

- Manage the head of finance, 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.
- Support the head of finance to manage the relationship with the Finance Audit and Risk Committee (FARC) and Chair, and in their financial leadership of the charity, building in regular checks and balances to ensure continued financial sustainability.

- Governance:

- Lead on the management of board/subcommittee meetings, maintaining efficient and effective processes to ensure targets and deadlines are met.
- Oversee the relationship with the Charity Commission.
- Support the head of finance's relationship/administration of FARC by advising on papers and logistics as needed.

- Management of external contracts and relationships:

- Manage the delivery manager with responsibility for the Department for Education (DfE) contract oversight, university approval and regulatory relationship management, ensuring effective internal governance, compliance and reporting.
- Support the team with the relationship management of key stakeholders, including DfE, Social Work England (SWE) and Lancaster University.



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, across a range of disciplines

An HR qualification (or equivalent) with experience of financial management at a senior level

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

Experience of delivering strategic plans while managing operational demands

Experience of creating a values aligned and inclusive work environment

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 and employees

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

Comfortable having honest conversations and being radically candid

Innovative thinker with critical problem-solving ability and sound judgement

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

Curious and enjoys supporting teams to identify 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 models and champions our culture of freedom and responsibility

An understanding of challenges faced by social work experienced young people

Aligned with Frontline's values and committed to working to deliver our mission and help achieve our vision

Diversity means stronger teams and we want Frontline to reflect the communities we serve. Therefore, we are actively seeking applicants from racialised minority 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



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 in the UK

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) to arrange an informal conversation with the CEO.

