

23 April 2018

Dear Candidate,

I am delighted that you are interested in learning about Frontline and the role of **Head of Region (Midlands)** for this Social Work Charity.

At least half a million children in England don't have a safe or stable home. These children and their families face some of the worst life chances, but we know that great social work has the power to change this. That's why Frontline was set up as a charity in 2013. We recruit and develop outstanding individuals to be social workers and leaders to transform the lives of the most vulnerable children and families. We also develop first line managers through Firstline, our leadership programme for those directly managing practitioners. The first cohort of Firstline Leaders began the programme in autumn 2015, and by 2020 we will have trained over 400 managers. Our Fellowship network supports individuals that complete extended leadership development programmes with us, they are a group of outstanding leaders working towards our collective mission.

Frontline continues to grow and expand its impact. As we embark on this new stage in the organisation's development we are looking to recruit a Head of Region. The Head of Region is responsible for all programme organisation and delivery in the Midlands and will bring their social work and relationship management expertise to ensure the region continues to be high performing.

We are looking for an effective people manager and leader, to create long-term strategic plans and enable and support teams to deliver on these. The Head of Region will work with the senior team to ensure programme quality remains excellent and to embed a culture of freedom and responsibility.

Application Process:

To apply for the role, please email to hr@thefrontline.org.uk, sending:

1. Application form and equal opportunities monitoring form
2. Personal statement in support of your application outlining how your individual knowledge, skills and experience meet the requirement of the person specification. Please ensure you address each point on the person specification as detailed in this pack.
3. Detailed Curriculum Vitae (CV), (maximum 2 pages)

Applications should be received no later than **15 May 2018, midnight**. First round interviews will be held week commencing **21 May 2018**. Second round will be commencing **28 May 2018**.

If you have questions about this role or want to discuss the position, please contact our Delivery Director, Lisa Hackett (lisa.hackett@thefrontline.org.uk). Please ensure applications sent to hr@thefrontline.org.uk include the title 'Head of region (Midlands), Frontline'.

We look forward to hearing from you.

Yours sincerely,



Josh MacAlister
Chief Executive

Head of Region (Midlands)

Background

Our mission is to transform the lives of vulnerable children by recruiting and developing outstanding individuals to be leaders in social work and broader society. We want to see a country where children's life chances are not determined by social or family circumstance and we know that social work is at the forefront of the effort to realise this.

To help us achieve our mission, we are looking for a Head of Region who is an experienced people manager to lead and develop the Midlands operational delivery team and the wider organisation. We strongly encourage applications from women and from those with personal or professional experience within environments in which class and/or disadvantage play a key role.

The Frontline programme qualifies social workers and comprises an intensive Summer Institute, two years in a local authority front line social work service and tailored leadership development content. Once completing the summer institute participants are placed in four-person units within a local authority child protection service, and are managed by Consultant Social Workers (CSWs). Once completing the first year (and achieving their Postgraduate Diploma in social work) participants leave their units and move into social work teams within the local authority. During the second year of the programme they complete their Frontline Master's degree in social work.

The first Frontline cohort started in 2014 in London and Manchester, now in our fifth year of the programme we have over 300 participants starting in July this year. We work across the country and have offices in London (head office), North West, North East, the Midlands and South Central.

Frontline is an exciting social work charity, where constructive challenge is positively welcomed and a culture of frank feedback is actively promoted. Through strong pro-bono partnerships, Frontline has access to excellent development opportunities for employees. Including training, mentoring and coaching from experts from social work, non-profits, the private sector and beyond.

The Opportunity

Over the last two years at Frontline we have been focussed on our ambitious growth plan, which has enabled us to successfully increase participant and Firstline Leader numbers so we can have an even greater positive impact on the children and families with whom social workers work. We are close to achieving our plans and reaching scale. We have achieved this by developing and strengthening our regional model and recruiting and developing skilled Heads of Region to deliver the programme and create a culture that enables high-performing teams to thrive. We are now looking for a Head of Region for the Midlands (due to internal promotion) to help us to further improve and innovate.

Core to the role is the ability to initiate and manage relationships with local authority partners and work closely with a great team to support and develop over 90 participants (in 23 units) in 12 local authorities across the Midlands.

At Frontline, how you approach your work is as important as what you do in your role. We are looking for people who demonstrate the following competencies:

- Leadership: Model analysis and decision-making based on a systems view whilst using curiosity, empathy and imagination. Be willing to have challenging conversations, clarify expectations, set appropriate standards and ensure goals are achieved.
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- Communication: Strong Interpersonal and communication skills. Able to build and maintain positive relationships and be assertive, curious and persuasive in a respectful way to ensure others are motivated, focused and held to account as required.
- Resilience and reflectiveness: Constantly considers different people's contexts and adapts behaviours and approaches as necessary to achieve results. Regularly evaluates own and teams' performance and works to develop awareness in others.

The Heads of Region work closely as a peer group to share effective ways of working across participant units, local authorities and regions. Additionally, Heads of Region play a key role within the wider organisational leadership group and use their direct experience and knowledge to develop a culture that enables teams to do their best work in order to achieve our mission to transform the lives of vulnerable children and families.



Head of Region (Midlands): Job Description

Job Title:	Head of Region (Midlands)
Reports to:	Delivery Director
Start date:	ASAP
Location:	Birmingham
Contract:	Permanent, Full time
Salary:	£58,000 + competitive pension
Line management:	6 (Practice Tutors and Relationship and Development Manager)
Closing date:	15 May 2018 midnight
Interviews:	First round: week commencing May 21 2018 . Second round week commencing May 28 2018 .

Heads of Region hold responsibility for programme organisation and delivery and bring their social work practice and relationship management expertise to the effective delivery and further development of the programme. Heads of Region work with the senior team to ensure programme quality remains excellent and to embed a culture of freedom and responsibility.

Build and manage partnerships

- Identify and assess local authorities wanting to partner with Frontline
- Provide local authorities with information and guidance that supports them to create a culture which gives participants a high-quality practice learning experience
- Support and guide local authority partners to ensure participants get the best out of the programme
- Lead and enable relationship development managers to effectively support participants from allocation to completion of the programme
- Help local authorities link Frontline's activity to strategic goals and development plans
- Build strong relationships within and across identity local authorities to facilitate learning
- Build creative partnerships with aligned organisations (such as Teach First, Think Ahead etc) and those which could provide contrasting learning experiences.

Lead and manage regional teams

Set expectations, support and inspire the regional team to deliver Frontline's strategic objectives and mission to a high standard:

- **Practice Tutors** hold responsibility for four units and:
 - Teach participants within local authorities, at recall days and at the summer institute
 - Observe participants' practice
 - Mark assignments
 - Support and develop consultant social workers through mentoring and coaching
 - Develop participant learning plans and regularly review their progress
 - Provide pastoral support
- **Relationship Development Manager (RDMs)** are responsible for day-to-day operational management of relationships with partner local authorities by developing strong and effective relationships to ensure seamless coordination of logistical arrangements.
- **Consultant Social Workers (CSWs)** are employed by local authorities and are crucial to the effective delivery of the Frontline programme. To ensure the quality of CSWs remains high, Heads of Region:

- Identify and recruit consultant social workers within the local authorities
- Work closely with the curriculum team to design and deliver a bespoke training programme and create/identify opportunities for CSWs development
- Support practice tutors to engage and develop consultant social workers
- Maintain oversight and identify themes on CSWs (practice, recruitment, reserves etc) and work with teams and peers in response
- Work with partners to ensure participants have a high quality practice learning experience

Overseeing work of the charity in the region

Heads of Region are responsible for establishing a culture of high expectations, strong support and commitment to the mission. They are responsible for the effective resolution of serious participant issues, including effective operation of fitness to practice and safeguarding panels.

- Represent the organisation at conferences, events and in the media
- Convey and embody the mission and values of Frontline
- Support the team to recruit participants to the programmes within the region
- Work with external relations to develop relationships with funders, media and
- Champion the Frontline Fellowship and support Fellows to have ongoing impact on improving the lives of vulnerable children and families

The Commitment

- Evening and weekend work to support and facilitate the programme
 - Extensive travel to partner local authorities, some travel to other regions and head office
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Person Specification

Values and alignment

- Role model our [values](#) (being brave, showing respect, pioneering, keeping curious and what matters is what works) in all you do
- Willing and fully aligned to Frontline's mission and theory of change including:
 - Focus on maintaining the highest standards for recruiting great people into social work including those who may not have previously considered a career in social work
 - Belief that social work practice needs to be more relational, purposeful and skilled and that clear models practice are central to achieving this
 - The role leadership plays in improving social work at all levels is core and improvement requires disruptive acts of leadership
 - Celebrate Fellows and encourage and recognise individuals who are improving safety and stability for children, whether they remain in social work or in another profession
 - Committed to the belief that every child should have a safe and stable home and that this is best supported by social workers who work alongside families

Experience and knowledge

- Knowledge of, and commitment to systemic practice in children and families social work
- A thought-through, clear vision of outstanding social work practice
- Knowledge of statutory children's social work and recent developments in the profession
- Experience of developing, training or educating social workers
- Experience of working with local authority children's social workers and systems and an understanding of the culture and ways of working of local authorities
- Understanding of the impact that external pressures, culture, processes and systems have on the practice conditions set for social workers
- Experience recruiting, leading and managing teams to achieve outstanding results
- Experience of monitoring performance and providing feedback to colleagues to enable them to continually improve
- Demonstrable experience of driving and successfully delivering major projects and/or practice developments

Characteristics and skills

- Ability to maintain a strategic oversight of all Frontline activities in the region and the various interdependencies that may affect other teams across the charity
- A deep interest in social work practice in local authorities. Enthusiasm to work with partners to maximise the benefits of the programme for participants and local authorities
- Excellent relationship management and inter-personal skills, adept at holding stakeholders to account and building positive, strong partnerships
- Well organised in managing complex projects that involve a large number of stakeholders, with the need to prioritise and ensure work is completed on time
- Thoughtful, insightful and curious about problems as they arise with the ability to take a creative and positive approach to solving complex challenges
- Willing to act on behalf of Frontline, acting as a strong champion for social work
- Confident in delivering constructive (and at times difficult) feedback in a respectful way

Education and background

- Social work qualification and registration with the regulatory body
 - Right to work in the UK
 - This post is subject to an enhanced police check of previous criminal convictions with the Disclosure and Barring Service (DBS)
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Frontline's mission

Our mission is to transform the lives of vulnerable children by recruiting and developing outstanding individuals to be leaders in social work and broader society.

Frontline's values

- **Be brave:** be prepared to challenge and don't always reach for the easy answer
- **Show respect:** recognise and value the contributions of others
- **Pioneer:** generate new ideas and make ripples or waves by sharing successes and setbacks
- **Stay curious:** be continually reflective and open to adapting how we work
- **What matters is what works:** be practical, flexible and outcome-focussed

Frontline Benefits

Frontline is committed to the professional development and wellbeing of all staff. Frontline offers a number of core benefits to all employees:

- **Flexible working:** Frontline offers a 'core hours' policy requiring staff to be in the office between 10:00 and 16:30, with flexibility on working hours around this.
- **Pension:** Frontline offers competitive pension scheme with Aviva.
- **Annual Leave:** 25 days per year (in addition to bank holidays) rising by 1 day per year after 2 years in service up to a maximum of 30 days. In addition, the office closes from 25 December to 1 January.
- **Travel:** Interest free loan for season ticket or bicycle.
- **Training and Development:** Frontline endeavours to offer coaching and mentoring to all staff where required to support development needs.
- **Volunteering days:** All employees can take between 1 and 3 days to volunteer in a mission-aligned charity depending on length of service.
- **Childcare vouchers:** parents can spend up to £243 per month on child care vouchers via a salary sacrifice scheme.
- **Employee Assistance Programme:** The EAP is a free, confidential service that offers expert advice, information and counselling for all Frontline employees on a wide range of issues.



Recruitment process

Safe Recruitment Procedure

Frontline is committed to safeguarding and promoting the welfare of children and young people. In order to meet this responsibility, it follows a rigorous selection process to discourage and screen out unsuitable applicants. This process is outlined below, but can be provided in more detail if requested.

Disclosure

This post is classified as having substantial access to children, and appointment is subject to an enhanced police check of previous criminal convictions (DBS). Applicants are required, before appointment, to disclose any conviction, caution or binding over including 'spent convictions' under the Rehabilitation of Offenders Act 1974 (Exemptions) Order 1975. Non-disclosure may lead to termination of employment. However, disclosure of a criminal background will not necessarily debar individuals from employment – this will depend upon the nature of the offence(s) and when they occurred.

Shortlisting, interviews and reference checking

Only those candidates meeting the right criteria will be taken forward from application. We regret that we cannot respond individually to unsuccessful candidates so if you have not heard from us within four weeks of the closing date, please assume that your application has not been successful. Shortlisted candidates will be interviewed. References from the previous and current employer may be taken up for shortlisted candidates, and where necessary employers may be contacted to gather further information. Please let us know about any sensitivity regarding the taking up of references prior to interview.

Applications from those working in partner organisations

Frontline has strong partnerships with local authorities and trusts providing children's social care with whom there is a shared vision to transform the lives of vulnerable children and their families. If you are applying for a role at Frontline from one of our partner authorities or trusts we therefore encourage you to be open with your employer about your application. This supports our partner organisations in planning and promotes trust across partnerships.

Probation

All new staff will be subject to a probation period of six months (which may, in certain circumstances, be extended). The probation period is a trial period, to enable the assessment of an employee's suitability for the job for which they have been employed.

Questions or further information

If you require more information please contact hr@thefrontline.org.uk and a member of the HR team will get back to you. If you want further information on the programme please visit our website: www.thefrontline.org.uk
