

November 2018

Dear Candidate,

I am delighted that you are interested in learning more about Frontline and the role of **Head of Region (North West)** 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. Our Fellowship network supports all individuals that complete extended leadership development programmes with us, they are a group of outstanding leaders working towards our collective mission.

Frontline is continuing 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 aspects of programme organisation and delivery in the region, as set out in the Job Description below. This is a vital and senior position in this pioneering organisation. The individual will bring their social work practice and relationship management expertise to the implementation and further development of the programme in the region.

The successful candidate will be an effective leader and manager of people with an ability to draw up long term strategic plans and translate these into delivery through a small regional team and a wide number of partnerships. As Head of Region you will be the senior leader for the Frontline charity in your region and have a clear vision for outstanding social work practice and education with an understanding of practice models and theories.

Frontline is committed to developing a diverse group of social workers and managers who reflect the communities they serve and we strive to do the same with our employees! As a result, we are particularly interested in hearing from people who have personal or professional insight and commitment to helping families from ethnically diverse backgrounds or those who are experiencing poverty.

Application:

Follow [this link](#) to apply for this position. Applications should be received no later than **15 November 2018**. Interviews / assessment will be on **23 November 2018** in Manchester.

If you have any questions or queries about this role or wish to have a confidential conversation about the position, please contact Lisa Hackett, Delivery Director on 07764978046 or e-mail to lisa.hackett@thefrontline.org.uk

We look forward to hearing from you.

Yours sincerely,



Josh MacAlister
Chief Executive

Head of Region (North West)

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.

The Frontline programme that qualifies social workers comprises an intensive Summer Institute, two years in a local authority frontline social work team, and leadership development throughout. Participants are placed in units of four in local authorities and are led by Consultant Social Workers (CSWs) in child protection teams. The first cohort of over 100 participants started the programme in July 2014 working in Greater London and Greater Manchester. We are now in our fourth year of running the programme, and 352 participants will start this summer, working across London and the South East, North West, North East and the Midlands.

Our Firstline programme develops the leadership skills of first line social work managers. The first cohort of 37 Firstline Leaders began the programme in autumn 2015, and by 2020 a further six cohorts will have completed the programme.

The Frontline Fellowship – which includes all individuals that complete extended leadership development programmes with Frontline – is a movement network that supports our participants to lead change in social work and broader society of outstanding individuals who are applying themselves to address social disadvantage in different ways.

Frontline is a Social work charity. We have an entrepreneurial approach, where constructive challenge is positively welcomed and a culture of feedback is actively promoted. Through strong pro-bono partnerships, Frontline is able to access excellent development opportunities for its employees. This includes training, mentoring and coaching from experts from the world of social work, charities, private sector and beyond.

The Opportunity

This is a unique opportunity to join the team of a pioneering organisation that develops social workers to transform the lives of vulnerable children and families. The position offers the opportunity to build and manage relationships with a wide range of partners and join the organisation in a leadership role.

The Team

The regional team will comprise a number of different roles responsible for different aspects of the programme delivery. The Head of Region will be part of a peer group of Regional Heads who together will develop the role and share effective ways of working. A key role is to develop a strong sense of regional identity for the participants but also across the local authorities so that learning is shared.

The Commitment

- Some evening and weekend work to support and facilitate the programme.
- Extensive travel to partner local authorities in the region. Some travel to other regions and the charity headquarters.

Head of Region (North West) - Job Description

Reports to:	Delivery Director
Start date:	January 2019
Location:	Manchester
Contract:	Permanent, Full time
Salary:	£58,000
Line management:	Relationship & Development Manager, and Practice Tutors.
Closing date:	Midnight, 15 November 2018. Interviews / assessment will be on 23 November 2018.

Building and Managing Partnerships

- Identification and assessment of potential new local authorities in the region wishing to join the programme.
- Working with the local authorities to ensure all preparations and arrangements are in place to ensure an enabling and supportive culture, which allows for the provision of an excellent practice learning experience.
- Supporting and guiding local authorities through all stages of the programme so that participants and local authorities maximise the benefit from engagement in Frontline. This includes planning for, and support during, transition to the Assessed and Supported Year in Employment (year two of the programme), and planning for subsequent years.
- Helping local authorities to link Frontline's activity and mission to their strategic practice and staffing development plans.
- Building a strong regional identity in which local authorities collaborate to share learning with mutually supportive relationships.
- Building creative partnerships with aligned organisations (including Teach First and Think Ahead) and organisations which could provide Contrasting Learning Experiences.

Leading and managing the Regional Team

Setting expectations, supporting and inspiring the regional team to deliver the organisation's strategic objectives and mission in the region. This will mean managing and leading a team to ensure high academic standards. The team includes a number of roles:

- **Practice Tutors** – responsible for the delivery of the academic elements of the programme and support of Consultant Social Workers; the exact number will depend on the size of the region; each Practice Tutor will be responsible for four units. Specific responsibilities include:
 - Direct teaching to participants within the local authority setting.
 - Observation of participants' practice.
 - Marking of assignments.
 - Development of learning plans and objectives for participants and regular reviewing of progress.
 - Pastoral support.
 - Contributing to teaching at the Summer Institute and on Recall Days.
 - The on-going support and development of Consultant Social Workers through mentoring and coaching.
- **Relationship and Development Manager** – responsible for the day-to-day operational management with partner local authorities in the region. Fundamental to the role is the development of effective relationships and the seamless coordination of logistical

arrangements with the local authorities; the exact number depends on the size of the Region.

- **Co-ordinator** - responsible for administrative support for the Region.
- **Consultant Social Workers.** Whilst Consultant Social Workers are the employees of the local authorities they play a crucial part in the effective delivery of the Frontline qualifying programme. The Head of Region is responsible for:
 - The identification and recruitment of Consultant Social Workers within the local authorities.
 - Co-ordinating the engagement of Consultant Social Workers and work with the Curriculum Team to contribute to the design of a bespoke training programme, and creating or identifying opportunities for their on-going development.
 - In consultation with the local authorities, ensuring that the quality of the practice learning opportunities offered are of high quality and assuring quality within the region.

Participant issues and building a cohort

The Head of Region will be responsible for setting a cohort culture with high expectations, strong support and commitment to the mission amongst participants. In addition, the Head of Region is responsible for the effective resolution of any serious issues arising in respect of specific participants. This will include the effective operation of a Fitness to Practice Panel and a Safeguarding Panel.

Overseeing work of the charity in the region

- Representing the organisation within the region including at conferences, events and in the media.
- Building the regional identity for the cohort.
- Conveying and embodying the mission and values of the organisation to all that work with Frontline.
- Supporting efforts to recruit participants to the programmes within the region
- With the central External Relations team, identifying and building relations with prospective funders in the area.
- With the central Alumni team, supporting those who have completed the programme to have an ongoing impact.

Person Specification

Experience and knowledge

- Knowledge of, and commitment to, systemic practice and other practice models in children and families social work. A thought through vision of outstanding social work practice.
- In depth knowledge of statutory children's social work services and the developments in the social work profession.
- Experience of the development and / or the education of social workers.
- Experience of working with local authority children's social care staff 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 of recruiting, leading managing and coaching a team to achieve outstanding results.
- Experience of monitoring performance and providing feedback to colleagues to continually improve performance.
- Demonstrable experience of driving and successfully delivering major projects 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 the local authority context. An enthusiasm to work with local authorities to maximise the benefits of the programme for both participants and the local authorities.
- Excellent relationship management and inter-personal skills, adept at holding stakeholders to account and building positive partnerships.
- Well organised in managing complex projects that involve a large number of stakeholders and where you 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.
- Willingness to act as a representative of Frontline and be a strong champion for the social work profession.
- Confident in delivering difficult but constructive feedback in a respectful way

Education and background

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

Desirable:

- Working towards a Level 7 Masters qualification.

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

- **Flexible working:** Frontline offer a 'core hours' policy requiring staff to be in the office between 10:00 and 16:00, with flexibility on working hours around this.
- **Pension:** Frontline offer an 11% pension employer contribution.
- **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 2 January.
- **Travel:** Interest free loan for season ticket or bicycle.
- **Training and Development:** Frontline offer all employees a mentor and/or coach after completion of probation. We also provide loans and grants for additional training as part of our overall learning and development offer.
- **Volunteering days:** All employees can take between 1 and 3 days to volunteer in a mission-aligned charity depending on length of service.



Recruitment process

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.

Recruitment system

We use a system called [Applied](#) for all of our recruitment. Applied takes out bias in the selection process by anonymising applicants, scoring applicants answers horizontally and in a random order. We ask for a CV but don't use this to shortlist as this does not predict job performance.

Responses

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.

Questions or further information

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