

A photograph of two young children of African descent playing at a wooden table. The child on the left, wearing a dark blue patterned shirt, has their arms raised in excitement. The child on the right, wearing a white shirt with a colorful pattern, has a wide, joyful expression. On the table are various toys: a stack of colorful wooden rings, a green plastic toy, and wooden blocks with numbers. In the background, a refrigerator is covered with children's drawings.

Culture and Operations Director Senior Leadership Team (maternity cover)

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 recruit 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 diverse and inclusive charity. 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, 35% of our employees are from global majority backgrounds, 13% are disabled, 21% are neurodivergent and 24% identify as LGBTQ+.

We are committed to being an actively anti-racist and inclusive organisation. That means proactively tackling systems and structures that perpetuate and embed discrimination in our society.

We have an EDI 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 recruitment systems, which helps to remove bias from the selection process including 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.



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 5 years' service (managers discretion)



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: Culture and Operations Director (Maternity Cover)

Reports to: Chief Executive Officer

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

Contract: Full Time, Fixed term, maternity cover

Location: 2 days weekly in London office

The purpose of the role

Frontline has achieved significant growth and impact in our first 13 years. 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 towards our mission.

The Culture and Operations Director (COD) 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 – the COD will build on our excellent foundations.

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 COD you will lead on galvanising our leadership group to ensure they have the necessary resources, collective focus and communication channels across teams nationally.

We have recently bid to join the delivery framework for the Department for Education's ambitious new Social Work National Professional Development Offer. If successful, this will require design and delivery of up to 5 new programmes, increase the organisation's size and income by roughly one third and require us to review our organisational structure to ensure we are optimally set up. The COD will implement an operational review to put in place the structure and working arrangements to deliver new areas of work. This will require significant skill in leading a change management process as roles change and new staff join the organisation.

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 Culture and Operations Director to help build on this, so we can have even greater impact.

Direct reports: Head of People, Head of Finance and Compliance, Salesforce Senior Systems Administrator & Team Lead, Culture Projects Lead (subject to change)

Closing date: Friday 2nd October 2026

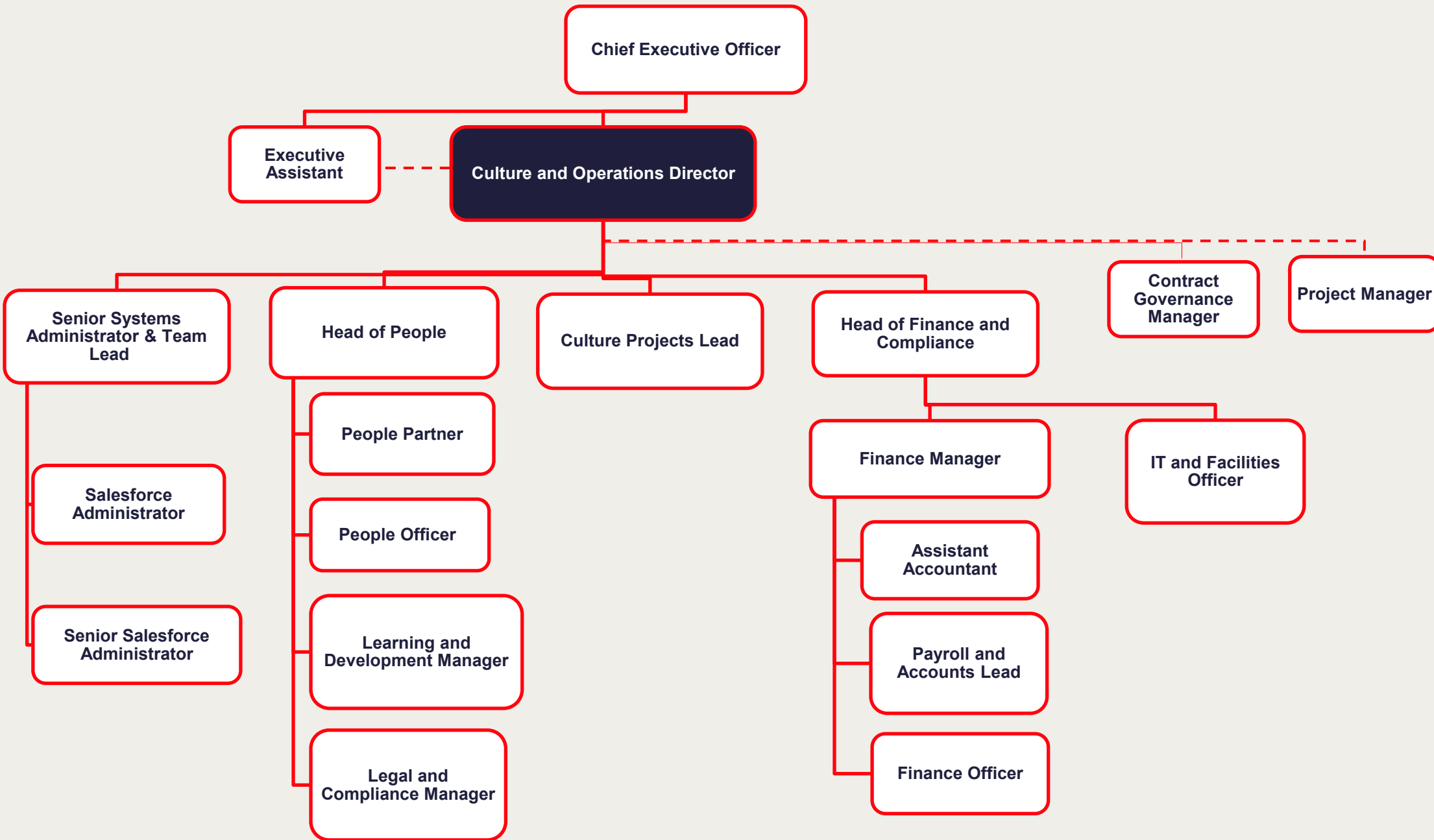
Interviews:

First round: 22/23rd October 2026 (in person)

Second round: w/b 2nd November (in person)



THE TEAM



KEY RESPONSIBILITIES

The Culture and Operations Director (COD) ensures Frontline is a high-performing, well-governed charity with a strong culture of freedom and responsibility - a place people can do their best work to achieve Frontline's mission.

They have strategic responsibility for charity-wide planning to ensure Frontline's operational functions, effectively support teams to navigate challenges whilst maximising new opportunities. The successful candidate will join Frontline at a pivotal moment and play a key role in driving the next exciting step of our growth.

The COD 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. This includes working alongside other members of SLT, to:

- Confidently support Frontline through a period of growth and structural change
- Embody the culture of freedom and responsibility, leading by example, and implementing strategies which improve efficiency and quality
- Maintain Executive oversight of Frontline's finances, working with Head of Finance and Finance Audit and Risk Committee (FARC) Chair to ensure budgeting and financial decision-making is robust and strategic, to support the ongoing stability of the charity
- Maintain clear communication across teams, ensuring a connected and informed workforce who collaborate effectively. Oversee the success of key events such as annual all-staff away days, monthly gatherings and leadership stocktakes
- Develop strong relationships with key stakeholders including Frontline trustees, partner organisations and the Department for Education (DfE)
- Effectively lead teams to maintain Frontline's strong track-record of meeting legal/regulatory requirements, to minimise risk to the charity



KEY RESPONSIBILITIES

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

Change management:

- Lead the coordination and project-management of an organisation-wide restructure, ensuring the charity is well-positioned to deliver on contractual obligations whilst diversifying to further amplify our impact and that teams are kept well-informed and feed into structural changes
- Support Frontline teams to work collaboratively and deliver plans to broaden the scope of Frontline's work, extending activity beyond current areas of focus whilst maintaining a strong, shared commitment to Freedom and Responsibility.
- Develop and adhere to tracking and monitoring systems ensuring annual priorities remain on track to achieve Frontline's mission and long-term strategy.

People and Culture:

- Manage the Head of People to identify new and creative ways to further strengthen and embed our culture and grow personal accountability
- Support the Head of People to ensure excellent HR administration, support and use of data (e.g. staff turnover, sickness levels and performance reporting) to inform future planning and decision-making
- Ensure the team design and deliver high-quality staff induction and training which support staff to thrive (e.g. personal leadership, managing effectively and radical candour)
- Maintain awareness of trends and developing technologies to support efficiencies, e.g. approaches to recruitment and support to managers.

Finance and Governance:

- Manage Head of Finance and Compliance to ensure sound budget management (£25m annually), financial controls and clear reporting mechanisms are in place
- Work with the Finance team to ensure FARC and the board have the necessary information and confidence in the financial leadership of Frontline.

Charity Quality and Efficiency:

- Manage and support IT and System leads across Frontline, ensuring they have the resources and compliance mechanisms to ensure robust systems are in place.
- Support Contract Governance teams to negotiate and implement significant government contracts, ensuring outcomes are achievable and effective governance and commercially sound contracts are in place.



PERSON SPECIFICATION

Experience and Knowledge

Commitment to children and young people (particularly those with care experience) and the ambition to improve services that support them, including social work

Senior leadership experience of effectively leading high-performing teams through structural change, in large or complex organisations, whilst maintaining quality

Experience of effectively leading HR and finance teams at a senior level and consistently achieving high levels of performance

Highly experienced in communicating effectively via a range of channels to ensure staff are informed and remain engaged through periods of uncertainty and ambiguity

Experience of delivering strategic plans while managing operational demands

Characteristics and Skills

A strong leader with the confidence, judgement and drive to motivate teams/peers

Exceptional communication and interpersonal skills to engage and inspire positive behaviours in others, including partners, trustees and teams

Comfortable and confident having honest conversations and being radically candid

An 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

An ability to see potential and support teams and individuals to find ways to improve

A flexible and pragmatic leader who can respond to changing priorities while maintaining focus on key outcomes



PERSON SPECIFICATION

Values and Alignment

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

Belief in, and willingness to, champion and model Frontline's culture of freedom and responsibility

Have a personal commitment to developing an equitable, diverse and inclusive workforce to better support children at risk of harm

Committed to working to deliver Frontline's mission and vision



HOW TO APPLY

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 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
- striving to produce high-quality work and lead others to do the same

Key Information

- Substantial leadership experience at a senior level
- Travel to Frontline's office in central London will be required, though travel costs will not be covered by Frontline
- Applicants must have the 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.

