

A woman with long braids in an orange sweater is on the left, and a woman with short curly hair in a striped shirt is on the right. They are both smiling and gesturing with their hands. The background features a large, stylized pyramid graphic with a blue and white color scheme.

**Frontline**

**Head of People  
12-month maternity cover**

**JOB PACK**

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

# OUR MISSION

Almost 700,000 children in England rely on the support of social workers each year. These children need and deserve the support of life-changing social work professionals who can empower them to achieve their full potential and help to break the cycle of trauma and disadvantage.

Frontline is England's largest children's social work charity. We're committed to ensuring a safe and stable home for all children so they can reach their full potential - no matter their social or family circumstance. Our mission is to create social change for children who do not have a safe or stable home, by developing excellent social work practice, leadership and innovation. We are creating social change by building a movement of leaders in social work and broader society as part of our Fellowship. We have ambitious aims to grow this community to 5,000 impactful fellows by 2025, and with it our fellows' ability to effect system changes that will improve the life chances of vulnerable 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 becoming 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 published a racial diversity and inclusion plan in June 2020 and have been working to deliver this since that time, which you can read more about on our website [here](#).

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 Resource Groups (incl. LGBTQ+ Affinity Group, Black Affinity Group, family network)
- Organisational away day once a year
- Regular social activities – virtual and in-person
- Social work roles can join the Frontline Fellowship after one year of service



## Family

- Enhanced Occupational Maternity, Adoption, and Shared Parental leave policies
- Partner leave
- 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 – Professional qualifications and apprenticeships
- Tailored, in-house workshops
- Coaching with qualified, professional coach



## 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 – assessments and counselling
- Life Assurance Scheme – death in service benefit of x3 annual salary
- Free eye test and flu vaccine
- Employee-led Wellbeing Action Group
- Sabbatical after 3 years' service (up to 6 months)



## Pay, pension and loans

- Transparent salary structure
- Up to 8% employer pension contribution
- Interest-free bike and season ticket loan
- Interest-free deposit loan for renting or buying a new home

# THE ROLE

## Reports to:

Chief Operating Officer

## Salary:

£57,809.22 (£61,081.44 including London Weighting) plus competitive pension

## Contract:

Full time, fixed term contract

**Location:** Flexible, required to attend the London office twice a week if London based.

## Direct reports:

People Partner,  
People Coordinator

## Closing date:

9am, 23 September 2024

## Interviews:

**First round:** w/c 30 September 2024 (online via Microsoft Teams)

**Second round:** w/c 07 October 2024 (in-person in our London office)



## The team you will be working in:

Our people and culture are the critical enablers for us to achieve our mission. Frontline needs to sustain a brilliant and high performing workforce that is driven to be the best they can, and our Head of People leads the work and team responsible for achieving this.

As the leader of the People team, you will oversee all aspects of the employee lifecycle, including strategy, performance, recruitment, induction, learning and development, diversity and inclusion, engagement, policies and more.

You will be an exemplary role model and leader championing high performance within a culture of freedom and responsibility. Your ability to build and develop strong and trusting relationships will underpin your excellent domain knowledge, sound judgement, comfort with pace and focus on outcomes.



# THE ROLE

## Job description:

### Strategy & Team Management

- Develop and implement our People & Culture strategy, goals and annual delivery plan
- Use the development of the strategy to engage and understand the needs of teams across Frontline so you can support them to thrive in their work
- Oversee all internal D&I initiatives including the D&I working group, point of contact for affinity group and all D&I training
- Line manage the People Team to achieve high performance of both the team and organisation
- Accurately and confidently manage your budget to drive value for money

### Deliver Results

- Oversee our recruitment process to ensure we find great people and are fully staffed
- Develop and implement initiatives to enhance performance through engagement, satisfaction, and retention.
- Work closely with SLT to sustain momentum and deliver on our commitments to D&I
- Review and improve our performance management systems to enable all colleagues to do their best work
- Identify training and development needs and then design and deliver appropriate interventions based on evidence and pedagogical best practice.
- Review and implement changes to compensation and benefits as and when required.
- Review survey, data and analytics systems to ensure we remain high performing and focused on outcomes that matter most

### Cross Team Collaboration

- Play a proactive role as a member of the Leadership Group and Operations team to champion high performance and our culture - supporting colleagues wherever priorities are identified, and the need is greatest
- Provide proactive coaching, support and advice to managers and staff on all matters relating to people and proactively manage ER cases



# THE ROLE

## Person specification:

### Experience

- Demonstrable experience of working in a HR function at a senior level
- Experience of leading and managing an HR team
- Experience of advising and working with senior leadership teams
- Experience of independently managing complex employee relations cases
- Experience of developing and implementing a wide range of projects and activities in all areas of HR including but not limited to; organisational culture and design, recruitment and talent planning, learning and development, and leading organisational change initiatives.

### Skills and Knowledge

- CIPD qualified (level 5 or 7) is desirable, or equivalent experience
- Excellent leadership and management skills with the ability to empower, and motivate a team
- Strong knowledge and understanding of current employment law and best practice and an ability to apply it in a pragmatic way to deliver principled solutions
- Ability to think strategically and align People team initiatives across multiple teams to deliver Frontline's goals.
- Excellent communication skills, both written and verbal, to effectively interact with employees at all levels of the organisation.
- Ability to set strategic direction, manage priorities, work at pace, make decisions, and effectively collaborate with stakeholders at all levels of the organisation.
- Ability to build strong and trusting relationships with stakeholders
- Proficient in using data and analytics to inform decision-making through excellent insights and accurate judgement.

We believe that diversity makes for a stronger team and want our organisation to better reflect the communities we serve. Therefore, we are actively seeking applicants from racialised minority backgrounds for this role. We are also a disability confident employer and welcome applicants with disabilities. We ensure a diverse shortlist for all our roles when prompted, we encourage you to share this information with us if you feel comfortable to do so.





# 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
- working towards our organisational goal of creating 4,000 impactful fellows by 2025
- creating a culture of freedom and responsibility
- actively dismantling discrimination in your role

## Requirements of the role:

- Willingness to travel to London office and to events nationwide as required
- Some longer days when facilitating workshops or events
- 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?

Please contact: Daniel Oppenheimer, Chief Operating Officer ([Daniel.Oppenheimer@thefrontline.org.uk](mailto:Daniel.Oppenheimer@thefrontline.org.uk)), or Louise Theophile, Head of People ([Louise.Theophile@thefrontline.org.uk](mailto:Louise.Theophile@thefrontline.org.uk)) if you want to have an informal chat about the role.

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).

