SUMMARY

We are incredibly proud of what we have achieved in our first five years. We have attracted more people into social work, improved the skills of those already in the profession and supported thousands of children and families. Those who have completed our programmes are driving change within society to benefit the most vulnerable.

By the end of 2018, an estimated 660 people will have completed one of our programmes and joined the Frontline Fellowship.

We have had 13,144 applications to the Frontline programme and maintained a ratio of 10:1 applicants per place.

In total, we estimate that over 48,000 families have received support from Frontline participants and Firstline leaders.

We have worked with a total of 70 children’s services departments – 46% of the total in England.

The map shows our 63 current partners in 2018.
24%

We have brought a significantly higher proportion of men into the profession. Up to 24% compared to 14% in the child protection workforce.

210

In the first two years, 210 fellows have worked to improve the lives of children and families through the Fellowship.

1,000

We have brought over 1,000 people into social work through the Frontline programme.

28th

We have been listed in The Times Top 100 Graduate Employers for five years – the first social work organisation to feature.

A Loughborough University evaluation found evidence of the significant impact of the Firstline programme on social work leadership, with many Firstline leaders describing the programme as ‘the best training and professional development that they had received as managers and leaders.’ (Loughborough Evaluation, 2017)

87%

87% remain in children’s social work six months after completing the Frontline programme.
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Five years after we launched Frontline, we have a lot to be proud of. 1,000 new people have been brought into the social work profession. We’ve launched and grown our programme for managers – Firstline – which has developed 252 brilliant existing social work managers. And we’re now starting to see alumni from our programmes (what we call fellows) applying their leadership to make wider change happen for the benefit of children and families.

But all of this work is only a contribution to the massive effort needed to bring safety and stability to every child growing up in England. Frontline will continue to grow and improve our programmes in the next five years in order to fuel a movement of social workers who are able to bring about dramatic and lasting change for the most vulnerable people.”

Josh MacAlister
Founder and Chief Executive
WHAT PROBLEM ARE WE ADDRESSING?

Department for Education statistics show that at March 2016 almost 400,000 children in England were assessed to be in need of social care services.

235,830
Domestic violence was a factor in 235,830 assessments and mental health was a factor in 187,610 assessments.

Children specifically on child protection plans are subject to neglect, emotional abuse, physical abuse and sexual abuse.

The lack of stability and security faced by these children can have a huge impact on their ability to thrive at school and later in life. Children in need have poor outcomes at every stage of education and this gap widens over time. They are also less likely than other children to be in education, employment or training after turning 18.

This is a national problem. These disadvantages fuel inequality and isolation in our country. It is in everyone’s interest to create a society where every child has an equal chance to reach their full potential.

277,250
on child in need plans.

65%
of children on child protection plans claim free school meals, compared to 14% of other children. (Department for Education, 2018)

3/5
Children in need are only three fifths as likely to meet a good level of development during their early years as other children. (Department for Education, 2018)

50,310
on child protection plans.

x6
Children in care are six times more likely to be cautioned or convicted of a crime than other young people. (Prison Reform Trust, 2016)

1/3
Research shows that around 1/3 of young people in care experience homelessness between six and 24 months after leaving care. (Barnardo’s, 2014)

277,250
on child in need plans.

What is social work?
Children’s social workers help children and young people at risk from abuse, neglect, family dysfunction, disability or illness. They work closely with families to ensure that vulnerable children receive the care and support they need to keep them safe from harm. They work alongside professionals including doctors, teachers and the police, sharing information and promoting effective communication to ensure the safety of the child.

1 Children in need of help and protection, Data and analysis - March 2018

2 Characteristics of children in need: 2016 to 2017 England
"My experience of social work has been very difficult at times but I have had a really good social worker.

She did everything in her power to make my day, my week or my month a lot easier than other social workers did. If she couldn’t make an appointment or take me out like she’d promised, she always let me know ahead of time. I hate change and if anything is going to be different I need to know in time in order to prepare myself. She explained why she couldn’t come and gave me the opportunity to change our arrangements.

She listened and she understood me as an individual. She didn’t put me in a category or a box of people who have been through the same things as me. She treated everyone as an individual and understood that everyone has different feelings and emotions.

Lots of people, including social workers, didn’t think I was going to make it to my 18th birthday because I was a very suicidal person. It really put me down. It made me think, actually what is the point? I was a suicidal young person anyway, but to have someone who’s supposed to be there for you and help you be so negative, it did make me feel even more suicidal.

But one social worker believed in me. She helped me realise that there was a light and the life I was living wasn’t the right life for me. She made me realise that I can do things if I put my mind to it. She definitely helped me change my life.

We need more great social workers because every child and young person deserves the best. Every child deserves to feel truly appreciated, believed, cared for, listened to and understood, through their good days and their bad days."
Great social work – working alongside families, understanding the risks and evoking change – does make a difference to the lives of vulnerable children. Our programmes are designed to encourage reflective, relationship-based social work practice that places children and families at its core. This is to ensure that families have the support they need to change their lives for the better.

Strong leadership is key to effective social work. Whether influencing a mum to try to manage without drugs, understanding what is keeping a teenage boy from achieving at school or supporting teams to make difficult decisions, leadership in social work is vital. We also believe that strong positional leadership can generate wider organisational change and provide a context in which social workers can achieve the best outcomes for children and families.

Excellent social work requires that the focus remains on the needs of children, young people and their families. Investing time in building good relationships with families is key to ensuring the right decisions are made and families receive the best possible support. Demands of bureaucracy within the profession can limit the ability of social workers to stay child-centred. Our approach is to develop social workers who are able to navigate this complexity whilst remaining focussed on the needs of the child.

We improve life outcomes for children and families through direct practice, by influencing the social work profession and by growing a movement to drive change in social work and broader society.

The Munro Review of Child Protection: Final Report

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

We recruit, train and support high-potential individuals through our two-year Frontline programme. The programme brings hundreds of high potential individuals to the profession each year, with the skills and ability to provide life-changing support to those who need it most.

Firstline

We develop good managers into outstanding leaders through our 10-month Firstline programme, an intensive leadership development programme for social work managers. These leaders propel their teams to give the best possible support to vulnerable families.

Fellowship

We build the Frontline Fellowship, a movement of outstanding individuals who are applying themselves to address social disadvantage in different ways and who have all received training from Frontline. The Fellowship is directed and led by Frontline fellows and we facilitate opportunities in the areas of practice, policy and innovation.
“When I applied for Frontline, I was in my final year of university studying French and Italian. I hadn’t considered social work as a career, but after attending a Frontline event, I was shocked at how much becoming a children’s social worker seemed to fit with what I wanted to do. The further I got with the application process, the more I realised I wanted to do it. I was excited by the prospect of working directly with children and families, but also nervous about doing a job that has traditionally had such stigma surrounding it.

I work in a busy inner-London borough and I like that I can relate to some of the experiences that people have had who live here. I have worked with a range of professionals: teachers, doctors, police officers, lawyers and more, which has expanded my knowledge and given me greater confidence in different areas of social work.

My favourite thing about being a social worker has to be direct work with children and building relationships with families. I have worked with children of varying ages, from babies to 17 year olds and love being able to work creatively to adapt what I do to each individual child. I really appreciated going straight into practice after the Summer Institute, because learning on the job has allowed me to embed the theory into practice.

My most rewarding experience was getting a thank you card from a teenage girl on my final visit. When I first started working with her, she really didn’t want to work with me and didn’t see the point in having a social worker. Over time, we built a really good relationship to the point where she would tell me things she said she struggled to vocalise to anyone else. Giving me a card was her way of saying that she appreciated the work I had done with her and that it had helped her, which is always the aim.

The Frontline programme is a brilliant learning experience. You learn so much, not just about working with people but also about yourself. Doing the Frontline programme has given me a passion I didn’t know I had and has opened up a world of opportunities.”
Great social work has the power to change lives. By recruiting and training high-potential individuals to be social workers and developing the practice skill and leadership of existing social workers, we are building a movement to improve the lives of the children and families who rely on the profession.

The Frontline programme:
We bring high-potential individuals into the profession and provide them with the skills and knowledge they need to give the best support to vulnerable children and families.

1,000
Since 2014, we have brought **1,000 people** into social work through the Frontline programme.

13,000
An estimated **13,000 families** across England have been supported by Frontline participants while on the programme.

More time
Frontline participants in their first year of practice spend more time with families. On average, 16 visits across their social work assessment and intervention, compared to 12 with non-Frontline trained social workers. *(Dartington Evaluation, 2018)*

Study of Frontline found evidence of higher quality practice when compared to other routes

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Source: Cardiff University – Independent evaluation of Frontline pilot (2016) *Top universities – those described in the study as high tariff, which refers to five universities who have a 400+ UCAS point entry requirement.*
The Firstline programme:
We develop the leadership of existing social work managers to benefit the children and families that rely on them.

On completion of the programme, Firstline leaders observed a number of changes that had an impact on children and families: specifically through better quality plans and assessments, a more child-centered approach within their teams and better relationships with children and families.

252
Firstline leaders have started the programme to date.

1,600
They managed an estimated 1,600 social workers while on the Firstline programme.

26,000
children and their families supported.

I am more reflexive in my approach to management and leadership. The impact and influence I have on my team members and team as a whole is now always at the forefront of my mind... This impact and influence will in turn influence them in their practice with children and their families, so it’s vital that I ensure that I perform and behave with a value base that is respectful, honest but kind. This has brought about a caring culture and, in turn, impacted on the practice of the social workers in my team.”

Firstline leader, Autumn 2017 Cohort

The Fellowship:
Frontline fellows play a vital role in the future of vulnerable children and families and their communities. They have experience of social work practice and the families that social workers support, making them well placed to bring about positive change for vulnerable children.

402
We have 402 fellows in the Fellowship, which will grow to 1,500 by 2020.

100%
are committed to improving key life outcomes for vulnerable children.

92%
of fellows remain in mission aligned work six months after completing the Frontline programme.

Some make their impact on children and families through a variety of mission-aligned roles, including with the Children’s Commissioner, at the Anna Freud Centre and in policy roles within the Department for Education.

Having completed the Frontline programme, I have remained in social work and the support through the Fellowship has helped me progress professionally. As a social worker, you try to help make changes to the lives of families and children so they can reach their potential, so they can succeed regardless of what’s happened to them in the past. I think every child has the talent to do well and succeed. If I can change their lives in any way so they can do that, then that’s what I want to do and I think social work is the best way to achieve that.”

Frontline fellow
“Prior to starting Frontline, I was a teacher for 35 years, spending the last 13 as principal of an inner London college. All teachers carry affection for their students, but I always had a special regard for those who had developed the resilience to overcome difficulty and disadvantage. Often they had managed this with some professional intervention in the home and community and I’d been intrigued and impressed by the social workers that I’d come across in that time. Frontline presented me with the opportunity to work with these young people at the other end of the school day, in their home and family.

What might seem “little victories” to us can often have great significance for young people. Once, I persuaded one hard-pressed Mum to shift her cleaning work from one part of London to another – and helped her in the research and negotiation involved in that. This massively reduced the caring responsibilities that her older teenage daughter carried for her pre-school brother because of the saved travelling time. Weeks after we closed that case she texted me to say that was the change that allowed her to get to the art college and programme that she’d always wished for.

Good social work is a collective professional endeavour. From the beginning, I have appreciated Frontline’s emphasis on strong teamwork and shared thinking about analysis and strategy for family work, which is built into the unit model. In some ways, I understand the Fellowship, with its promotion of best practice events and its advocacy of change across the profession, as reflecting unit practice on a national scale. Positive feedback from the families with which we work is a strong motivator for me, but so is the stimulation and encouragement that you can get from professional interaction with peers in the field, in the office and in the Fellowship. Social work is “social”; you can’t do it in isolation and the Frontline philosophy is built on that.”
We contribute to change in social work by supporting local authorities and children’s trusts to recruit and retain high quality social work staff; improve social work supervision and the management of social workers; improve leadership in the social work profession; and share knowledge and learning within the profession.

**We support our children’s services partners to recruit and retain quality social work staff**

We help bring high-quality individuals into social work through our Frontline programme and we focus on improving diversity.

**24%**

We are improving diversity in social work by recruiting a significantly higher proportion of men (up to 24%) into a predominantly female profession. *(Cardiff Evaluation, 2016)*

**Of the 2018 Cohort:**

**56%** are first generation university students.

**11%** LGBTQ+

**18%** are from black and minority ethnic groups.

**16%** were eligible for free school meals.

**7%** declared a disability.

We recognise retention is a key issue in social work across the country. We work closely with partners to support higher attrition across the profession. By drawing on a wealth of data and intelligence we are well placed to contribute to practice improvement and evidence-informed, system-wide change.

**87%** of Frontline participants remain in children’s social work 6 months after completing the programme.
Our Impact on Children’s Services

We improve leadership in the social work profession

We provide professional coaches to Frontline participants in their second year, to support their leadership development.

92%

Last year, 92% of participants reported that they felt they had improved to a moderate or great extent in at least one leadership capability.

“[Coaching] has made me more capable of handling challenges, and a more resilient practitioner. This in turn has meant I am better equipped to give a service to children and families, and respond in a crisis.” Frontline participant, 2016 Cohort

The core aim of the Firstline programme is developing manager’s leadership.

98%

Firstline leaders reported a positive change in one or more leadership capabilities between the beginning and end of the programme. 77% of their colleagues also reported an improvement in at least one leadership capability.

“A Loughborough University evaluation found evidence of the significant impact of the Firstline programme on social work leadership.

“One of the benefits is that you get lots of leaders all the way through your organisation that are all much more motivated and skilled at finding opportunities to lead and inspire change without having to wait to be asked.” Firstline Leader, Spring 2017 Cohort

“I’d done some management training before and it didn’t deliver. It was very theoretical; it wasn’t specific to social work. I just felt a tiny bit unequipped really. When Firstline came about, I was moving from managing a team to managing the professional development of a full cohort of social workers and feeling disappointed with the previous training, so it felt like the right thing at a perfect time for me.

One of the things that really stuck with me is the power of an organisation in shaping how people feel and behave and how it impacts on their day to day work and their ability to continue doing the job. I am responsible for making sure that the organisation functions the way that it should, modelling behaviours to create a different environment. By far the biggest insight Firstline has given me is into my own behaviour and the way that I lead others and support the team.

The programme gave me a lot of confidence. I’d never in a million years have applied for my current job if I’d not thought that I had the skills. I carried on my coaching sessions with my leadership development advisor after I’d finished the programme. The support of my coach on top of the new skills base I felt I had developed made me feel that I was ready for the new role. It was very much linked to the programme.

I now manage a child protection and court locality and am responsible for six social work teams. The highlight for me is seeing the impact I am having in helping others to be able to do their job properly and making sure that our service runs in a way that is focussed on getting good outcomes for children.

What I have enjoyed most about the Fellowship is continued learning: thinking differently, learning new skills. I’ve been able to springboard off Fellowship events, dig around in new areas and build on what I’ve learned.

When you’re on the treadmill and you’re doing your day job you become completely disconnected from the different ways of thinking, learning and what’s going on in a wider social work context. I hope the Fellowship keeps me connected with like-minded individuals, people who want to think differently and want to make a difference to the profession, that inter-professional connection would be great.”
OUR IMPACT ON CHILDREN’S SERVICES

Fellows working at different levels within the social work profession are able to effect change through direct practice with children and families and influence the wider profession.

Independent research shows Frontline proactively nurtures participants to survive the complex social work system and to influence change both within and beyond it. (Dartington Evaluation, 2018).

Consultant social workers and team managers play an influential role by directly managing case-holding social workers and influencing upwards.

Fellows influence the system more directly when they move into senior roles, using their skills to effect wider organisational change. 35 fellows have moved into more senior roles: 24 from the Frontline programme and 11 from the Firstline programme.

We improve social work supervision and the management of social workers

The Frontline programme:
Our unit model approach provides a dynamic learning environment and a reflective space for participants to think systemically about their cases, supported by a trained consultant social worker.

The Firstline programme:
Social work managers make up 13.1% of the social work workforce in England, but manage 68.7% (Department for Education, 2017).

Independent research shows that team managers have the potential to change the culture and behaviour of their teams (Korn Ferry).

We have worked with social work managers in 39 local authorities and children’s trusts.

Leadership capabilities

162

We have trained 162 consultant social workers to date. Consultant social workers are expert practitioners who provide vital support and learning to participants on the Frontline programme, while developing their own leadership and coaching skills.

Frontline participants in their first year of practice spend more time with families. On average 16 visits compared to 12 with non-Frontline trained social workers. (Dartington Evaluation, 2018).

“Working in a unit has really been special. Four trainees and a consultant social worker form a really tight pod and we all play a part in each other’s progress and success. The level of supervision and input has been amazing, consistent and very supportive. I feel the programme has really invested in me.” Frontline participant, 2017 Cohort

Social workers managed by Firstline leaders rated a number of statements higher at the end of the programme than at the beginning. They:

— Felt inspired and encouraged to be in social work
— Felt their hard work was appreciated
— Spent time analysing and discussing the information available
— Felt they had the information they need to make decisions
— Were encouraged to further their development
— Felt supported during stressful and challenging situations
We share knowledge and learning within the profession

The Firstline programme provides opportunities for sharing learning and building networks between social work managers across the country. Firstline leaders share knowledge by delivering training, modelling open approaches to information sharing and by promoting better cross-team working within children’s services. The Fellowship, composed of social workers with diverse expertise, is a significant resource for sharing knowledge and skills. Connecting with other fellows helps facilitate the spread of ideas.

Fellows based in the North West meet regularly to discuss important topics, such as the effect of social work language on children and families and what they can do about it.

We have run or facilitated 12 fellow-led events on social work practice, covering topics such as children and young people’s mental health, parental substance misuse and emotional resilience.

72 fellows attended or helped deliver an event focussed on developing social work practice skills.

A fellow ran a series of events on contextual safeguarding, which had excellent feedback and attendees reported the workshop supported them to safeguard teenagers more effectively.
OUR IMPACT ON CHILDREN’S SERVICES

We have contributed to the positive Ofsted ratings of our children’s services partners

Over the last two years, a number of Ofsted reports have specifically cited Frontline as a positive contributing factor to the local authorities’ performance. They reference our contributions to embedding high quality practice, improving professional development and increasing workforce stability.

“Having Frontline participants in Durham has enriched our service delivery for so many children and young people in County Durham. We have been able to work alongside the programme to offer a learning experience for the social work workforce of tomorrow, something I am exceptionally proud of. The participants that have joined our local authority have brought new ideas, enthusiasm, passion and an appetite to promote positive outcomes for children and young people that we have been able to share within the teams allowing us to learn from each other. I have been so impressed by their abilities so early in their social work career and have a great deal of confidence that they will continue to succeed in this profession which supports, protects and brightens the lives of so many.” Stuart Williams, Senior Manager – Durham Children’s Services

92% of partner children’s services are satisfied with their partnership with Frontline.

The implementation of a clear workforce strategy has been successful in enabling effective recruitment and retention and stabilising the social care workforce. The council has proactively engaged in schemes such as Frontline [...] resulting in significant numbers of new well-trained staff joining the service.” Wigan Ofsted report, 2017
Oldham have been working with Frontline for just over two years. The first cohort of Frontline programme participants are just coming to the end of their first year as qualified social workers. The partnership with Frontline has strengthened over time and has been mutually beneficial, both to the local authority and organisation. The collaborative approach in supporting students through their training in practice and the formal learning through the programme has been a huge learning experience. We have worked together through operational challenges with placements and addressed the needs of Oldham by exploring ways to increase diversity within the student cohort.

Frontline has provided a varied, dynamic and challenging model of practice with families, which has impacted positively on the development of the students, managers and practitioners within the teams. The training opportunity for the consultant social worker has been excellent and the professional development, confidence and dedication within this role over the two years has been recognised and praised within the service. The participants (now practitioners) have been praised at senior management level for the quality of their work with families, their positive professional approach and impressive communication skills.

We are now planning for our third cohort and have appointed another consultant social worker who is keen to embrace Frontline’s programme and looking forward to managing the student hub.

We have also had two cohorts of managers participate in the Firstline programme. Managers have positively received and valued the whole experience, from the assessment process through to the formal learning and participation in the programme. It has provided managers with an opportunity to explore different methods and techniques within their leadership and management styles and has focused on them as individuals, looking at their individual attributes, knowledge and skills.

It has been both supportive and challenging, which has enabled and stretched their learning and development. This has been of benefit to social workers within their teams, as they can utilise coaching techniques within supervision, which has been one of the key learning outcomes. A significant observation from our principal social worker has been the development in confidence of the managers, evidence within presentations of how their confidence has grown and a recognition and self-belief in their knowledge and skills, which can often be overlooked at this level.
OUR IMPACT ON THE SOCIAL WORK SYSTEM AND WIDER SOCIETY

To see real change in the outcomes for the most vulnerable children and their families, we need to influence not only the social work system but also broader society.

We raise the status of social work, improve public perception of the profession and encourage more people to enter social work. We run events to develop the leadership skills of not only social workers but the wider profession and we support and encourage our fellows to influence policy, advocate for society’s most vulnerable and share innovations that can benefit children and families.

Changing attitudes about social work as a career

We work with the media to challenge public perceptions of social work, generating press coverage and sharing positive stories of change to raise the profile of the profession. This includes nominating a Firstline leader and now fellow, Paul Allen, to win the 2017 Guardian Public Service Award for Leadership Excellence.

Encouraging people to join the profession

10:1
We have 10:1 applications to places on the Frontline programme.

28th
We recruit at top universities across the country and we have been ranked 28th in The Times Top 100 Graduate Employers.

23%
Frontline participants indicated that Frontline advertising had made them think about becoming a social worker for the first time. (Cardiff Evaluation, 2016)

13% of non-Frontline social work students indicated that they had been influenced by Frontline publicity to join the social work profession. (Cardiff Evaluation, 2016)
We support fellows to influence policy and share innovations inside and outside of social work

Frontline fellows play an important role in the future of vulnerable children and families and their ability to do so extends beyond social work. We help fellows understand how to influence policy and we provide opportunities to connect with others to develop ideas, learn and innovate in ways that support our mission.

14 fellows have started to develop their own ideas for new initiatives, enterprises or programmes that will help to address the needs of vulnerable children and families or the professionals who support them.

A fellow noticed a gap in the training offered by local authorities and created a programme to develop practice skills. The fellow is piloting the programme through the Fellowship, by recruiting fellows to design and deliver the training.

At a Fellowship innovation workshop, 10 fellows discussed how they can support vulnerable children and families. Fellows and entrepreneurs brainstormed key challenges. Two fellows are developing their ideas with our support.

33 fellows have engaged specifically with activity on policy. This includes events and forums where fellows have explored changes they want to make or contributed to policy discussions.

The Fellowship team ran three ‘Push for Change’ events which enable fellows to influence and change policy. Ideas from fellows ranged from disability policy in children’s services through to involving local service users in decision-making around knife crime policy.

A fellow organised a roundtable at the Department for Education to ensure that the voices of social workers are heard when planning policy changes. The fellows’ contributions helped to inform the Department’s thinking on children in need and they had the opportunity to engage with the subsequent call for evidence.

We run leadership seminars to challenge and improve leadership thinking inside and outside of social work

Our biannual leadership seminars provide audiences access to leading thinkers and system influencers, providing new learning and networking opportunities. The seminars are open to participants on our programmes, social workers from our children’s services partners and fellows, as well as our wider network. Previous speakers have included Professor Eileen Munro CBE, Rt. Hon Alan Milburn, Ruth Ibegbuna and Steve Goodman.

“Thank you so much for organising these events. they always come at a time where I’m feeling stressed or run-down and they motivate me to stay in practice.” Leadership seminar attendee
"I became a fellow in 2016 after I completed the Frontline programme as a participant. I found that overwhelming workloads and pressure to close case files within short time frames prevented me from always being able to build those relationships.

I found that one of the main areas impacted by this lack of time and space was engaging with dads. I decided to take advantage of Frontline’s offer to fellows through the innovation zone, in order to develop my thinking about dads and what we could do to support them to participate more in their children’s lives.

So far, the Fellowship team have met with me to discuss and develop my thinking and put me in touch with the founders of various charities and projects, as well as academics. The team also hosted a creative brainstorming workshop with other fellows and Frontline staff to develop my ideas further. This workshop challenged my idea and helped me consider different perspectives and approaches.

As time progressed, I felt I would benefit from more personalised support and the team have put me in touch with a mentor.

Most recently, I had the opportunity through the Fellowship to attend a conference on ‘Early Help: Challenges, Opportunities and Innovation’ hosted by Children and Young People Now. I heard other practitioners talk about their experiences in providing early and targeted support to families. It was really helpful to hear about the successes, as well as the challenges, in establishing and sustaining community-based projects to help families.

Thanks to the Fellowship, I have had the opportunity to develop my ideas for how the families we work with might be better supported in future. It has given me the means to grow my ideas from daily frustrations at work into concrete plans to make a positive impact.”
"I chose Frontline because of its innovative approach to social work training. Social work gave me the opportunity to work with children in their homes and schools, supporting them and their families through difficult challenges.

Now, I am a Child Rights Adviser at the Children’s Commissioner’s Office. The Children’s Commissioner has a legal duty to promote and protect the rights of all children in England and my role is to offer advice and representation to children. Just as I learnt in my Frontline training, I am continuing to help children express their views, using influence and leadership to advocate on their behalf to make sure their voices are heard and their rights are upheld.

The Frontline Fellowship brings together a passionate network of people who want to share ideas and work together for children and young people. Being able to meet other fellows and learn from their experiences has been really valuable. With other fellows, I’ve been able to think about the scope for change and innovation in practice, policy and research across the sector.

Frontline is committed to making sure fellows and participants are able to contribute to the organisation’s growth and development, and I now sit on the charity’s board representing the fellows. I have a responsibility to ensure Frontline fulfils its mission and has the greatest impact possible on the children and families it serves.”
We are proud of what we have achieved in our first five years but we recognise that there is still much more to do. We have ambitious plans for the future as we continue to grow, working towards a ‘tipping point’ of improvement in social work, for the benefit of children and families across the country.

**WHAT WE HOPE TO ACHIEVE IN THE NEXT TWO YEARS**

We estimate that by September 2020, our participants will have worked with **100,000 families** while on our programmes.

**Recruit and train 900 more graduates and career changers to be social workers through the Frontline programme.**

**Have 1,500 fellows** who are applying themselves to address social disadvantage in different ways.

**Represent 10% of new entrants** into social work annually.

**We are aiming to develop a further 240 social work managers through the Firstline programme.**

**Further evaluations into our programmes**

Our second evaluation of the Firstline programme from the Department for Education will look at the impact of the programme on Firstline leaders as well as the wider impact within their teams and perceptions of the service provided to children and families.

**Measuring children and families outcomes**

We are developing outcome measurements for children and families across all of our programmes. These will be a valuable resource for practitioners to improve practice. The knowledge gained will inform the development of the curriculum and design of our programmes as well as our work with children’s services partners. The insights generated and outcome measurement tool will be shared more widely across the profession.

**Learning from our Firstline and Frontline programmes**

We continuously ask Firstline leaders and Frontline participants for feedback to track the quality of our programmes and to understand which elements are most impactful on leadership development, children and families and on the wider system. We will continue to use this to inform changes to the curriculum going forward.

**Increased diversity with each cohort**

Social workers should reflect the diversity of the communities that they serve. We support this ambition, learning from previous rounds of recruitment and introducing initiatives such as insight days to encourage applicants from a broad range of backgrounds. In 2018, we will have recruited the largest number of male and BAME participants onto our Frontline programme to date. While we are pleased that these applicant numbers continue to grow, we recognise there is still more to do and are committed to further improving diversity in future cohorts.
If you have any questions about our work, please get in touch with us using the details below:

✉ enquiries@thefrontline.org.uk
📞 020 7167 2638

Find out more:

leanor@thefrontline.org.uk
FrontlineChangingLives
@FrontlineSW
Frontline – Changing Lives
Frontline_SW

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Charity number: 1163194
Company number: 09605966
Registered address: 1 Rosebery Avenue, London EC1R 4SR