CON_14232: Social Work Leadership CPD Contract

(Part 3 of 3)

Schedule 4: Tender

For and on behalf of the Supplier:		For and on behalf of the Buyer:	
Signature		Signature	
Name		Name:	
Role		Role:	
Date		Date:	

Schedule 4 (Tender)

Frontline's response to Section 2.2.1 Social Value - Tackle Workforce Inequality

Word count 1,493

An award-winning charity striving to achieve social change for children and families through excellent social work practice and leadership, Frontline is committed to tackling workforce inequality through diversity and inclusion measures, anti-racism and anti-oppressive practices. While we've already made significant progress – for example, ==**REDACTED TEXT STRING** **(FOIA Section 40: Personal Information)**== – we're ambitious in our future plans, including for the proposed contract.

Our strategy to tackle workforce inequality has three main goals: ==**REDACTED TEXT STRING**== **(FOIA Section 43: Commercial interest)**

2.2.1.1 Understanding of workforce inequality

Sector
Available children's social work workforce data is currently limited to gender, age and ethnicity. Although compared with the general population there are proportionately more Black social workers (12.3% versus 3.6%[1]), research shows they face inequality in the profession. A survey of Black safeguarding professionals in 2021[2] found:
- 44% did not think there are fair and equal opportunities available to them within their organisation
- Almost two in three felt their ethnicity had resulted in barriers being imposed upon them in their career.

There is also over-representation of men in social work management compared with higher numbers of female social workers.[3]

Frontline
At Frontline, diversity is a strength. This has been recognised in awards including the Pink News Equality Award (2019) and the ENEI Wellbeing Award (2020). Our workforce is representative of wider society, particularly at senior levels:

==**Survey Information redacted**== **(FOIA Section 40: Personal Information)**

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[1] https://www.ethnicity-facts-figures.service.gov.uk/workforce-and-business/workforce-diversity/social-workers-for-children-and-families/latest
[2] 'Opportunities and Support for Black Safeguarding Professionals' (Brown et al, 2021)
[3] 'Management Progression and Ambition: Women and Men in Social Work' (Davey, 2002)

Our pioneering 'Race in the Workplace'[8] survey shows Frontline's workforce has high racial awareness (8.3 out of 10), diversity (as evidenced above), very low levels of racist behaviours (0.9 out of 10) and moderate racial inclusion barriers for Black employees (2.4 out of 10).

Subcontractors

Our main Delivery Partners will be What Works for Children's Social Care and North Yorkshire LA. We have some data on their demographics, though for North Yorkshire, the data is limited to gender and ethnic minorities.

Demographics data redacted **(FOIA Section 40: Personal Information)**

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[4] https://www.scope.org.uk/media/disability-facts-figures/

[5] 2011 census

[6] 2011 census

[7] https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/bulletins/sexualidentityuk/2018

[8] https://flairimpact.com/

Programme participants

We also monitor protected characteristics for our existing leadership programmes. For example, the following data is from our pilot Heads of Service cohort:

Diagram of Programme participants data redacted (FOIA Section 40: Personal Information)

2.2.1.2 Project Plan

Diagram of Project Plan redacted **(FOIA Section 43: Commercial Information**

Please see project plan (embedded as requested by DfE separate attachment available if required).

2.2.1.3 Influencing change during the contract

Frontline staff
Building on Frontline's current equality and diversity measures, we'll tackle inequality within Frontline's workforce through actions including:
- **REDACTED TEXT STRING (FOIA Section 43: Commercial interest)**
- **REDACTED TEXT STRING (FOIA Section 43: Commercial interest)**
- **REDACTED TEXT STRING (FOIA Section 43: Commercial interest)**

All the above will be **REDACTED TEXT STRING (FOIA Section 43: Commercial interest)**. Furthermore, Frontline supports the government's Good Work Plan[9] and demonstrates its commitment to reducing income inequalities through being a living wage employer. We also run an annual internship scheme targeting underrepresented groups, and report quarterly to our senior management on retention of underrepresented groups within our workforce.

Subcontractors
We'll ensure our suppliers align with our values through our selection criteria. **REDACTED TEXT STRING (FOIA Section 43: Commercial interest)** e.g.

"Presenters' and facilitators' honesty and integrity created a very inclusive atmosphere."

REDACTED TEXT STRING (FOIA Section 43: Commercial interest)

Sector-wide
We'll build a database with LAs on remaining protected characteristics not included in current social work workforce data. This will strengthen national statistics and help LAs and trusts develop targeted, evidence-based approaches in tackling inequality. We'll also expand our current equality, diversity and inclusion training to LAs taking part in the Pathways Programme.

Leaders within the Pathways Programme
We'll take learning from our existing leadership programmes to make diversity and inclusion central to the Pathways Programme, addressing inequalities through:
- **Selection:** We already attract diverse cohorts to our existing programmes: **REDACTED TEXT STRING (FOIA Section 43: Commercial interest)**.
- **REDACTED TEXT STRING (FOIA Section 43: Commercial interest)**
- Our communications strategy will **REDACTED TEXT STRING (FOIA Section 43: Commercial interest)**
- **Content**: . **REDACTED TEXT STRING (FOIA Section 43: Commercial interest)** We'll also teach this internally within Frontline's workforce.
- **Delivery methods:** . **REDACTED TEXT STRING (FOIA Section 43: Commercial interest)**

2.2.1.4 Measures

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[9] https://www.gov.uk/government/publications/good-work-plan/good-work-plan

We reviewed the reporting metrics in the Social Value Model **REDACTED TEXT STRING (FOIA Section 43: Commercial interest)** for MAC 6.1 and have selected the two most relevant to our social value plan.

- **REDACTED TEXT STRING (FOIA Section 43: Commercial interest)**
- **REDACTED TEXT STRING (FOIA Section 43: Commercial interest)**.

Frontline will develop a dashboard with DfE to jointly agree metrics, define targets and track progress transparently. We will set

Frontline's response to Section 2.1.2 Project Management, Reporting arrangements and Evaluation

Word count – 1,494

Frontline has a proven track record of delivering complex, large-scale social work leadership programmes on time and within budget to deliver exceptional results, supported by strong project management, e.g.:
- Our Frontline programme has successfully placed 2,000+ social workers into local authorities (LAs), with 83% retention
- Our newly launched Heads of Service programme, Headline, has 100% satisfaction rate, while established Firstline (Team Managers) has 98% satisfaction over four cohorts.

We'll successfully deliver the Pathways Programme by building on this excellent track record, through our:
- Outstanding project management systems, advanced data/reporting tools, e.g. Salesforce, Power BI and Jira, providing real time high-quality management information (MI)
- World-class online learning management system (LMS)
- 10 key staff with relevant programme management experience and Prince2 qualifications or equivalent
- Robust quality assurance (QA) cycles
- Access to global experts **GLG** and **BCG,** providing added value through data analysis/pro-bono support.

2.1.2.1 Key milestones and 2.1.2.2 critical activities project plan

We've used our 8 years' experience and technical project management knowledge to develop key milestones for the Pathways Programme (below). Annex A includes a detailed project plan, with lead responsibilities. We'll undertake preparatory activity before contract start at our own risk, adding value by accelerating mobilisation.

Date	Milestone	Critical activities to meet milestone
March 2022	Contract awarded	
March– June 2022	Frontline team established	Re-deploy existing Frontline staff TUPE staff from current providers Recruit external staff for outstanding roles Develop strategic/operational management/governance structures
10 June 2022	Programme launch	Targeted recruitment/communications campaign Website goes live including: • Detailed programmes overview • Expression of Interest for prospective LAs/candidates.
1 August 2022	Leader recruitment for first cohort complete	Complete first stage of leadership diagnostics tool

19 August 2022	QA set up	Agree QA measures with DfE before launch Co-design with leaders Build/launch data collection tools/diagnostics
April- September 2022	Content design and creation	Programme content and structure designed with Delivery Partners Create in-person/online resources
5 September 2022	Pathways Programme delivery launches 5 September – P1 3 October – P2 7 November – P3 21 November – P4	Facilitators selected/onboarded Recruit leadership development advisors (LDAs) Arrange residential venues Build, upload content, and release LMS to leaders Facilitate residentials/online workshops/coaching
September 2022	Agree exit strategy	Develop exit strategy Agree with DfE
May 2023 January 2024 July 2024	Review cycles of delivery	Track leaders' progress Reviews with LDAs/leaders Implement feedback loop Report results DfE
July 2024	Contract end	-

2.1.2.3 Staffing/management structure

All teams delivering the Pathways Programme bring expertise in delivering high-quality, complex programmes for child protection social workers and leaders in English LAs – our professional specialism. Our expertise has informed the Pathway Programme's staffing structure, ensuring we're maximising the skills and knowledge within Frontline alongside expert knowledge from social work and education.

Pathways Programme staff will work within existing teams (below), with access to highly-experienced colleagues in other areas.
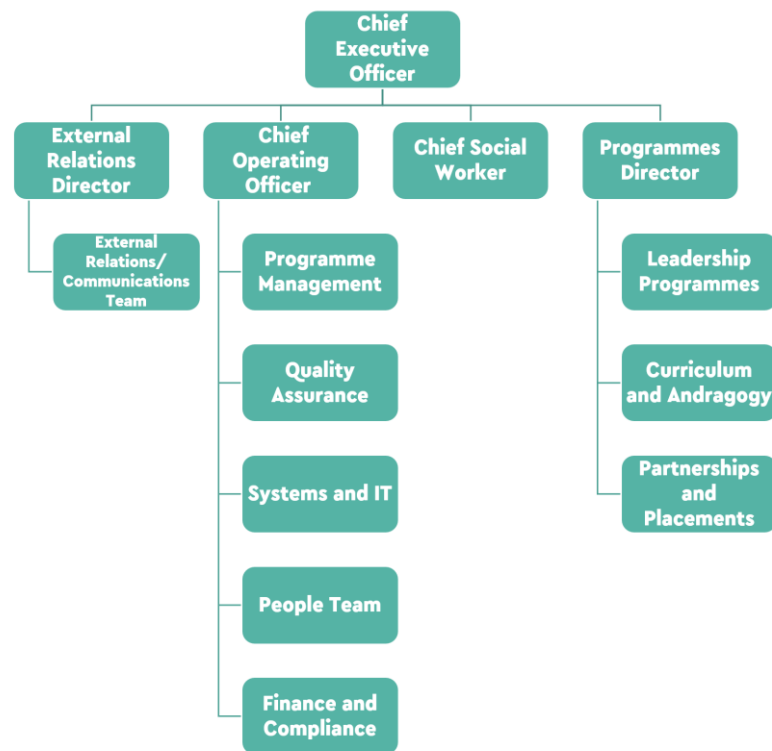

Fig.1:Organisational chart - teams involved in Programme

Recent (2021) employee engagement surveys show line management and CPD opportunities as particular strengths (average score of 4.3/5).

Teams will hold distinct responsibilities, commensurate with strengths and expertise. Governance/management structures and our project plan ensure teams will work towards shared goals and timelines (see organograms, *Annex B).*

Team	Responsibilities	# Team members funded through contract	Team lead	Fully-funded staff roles through contract	Partially-funded staff roles
1. Leadership Programmes	• Strategic oversight of team/Programme • Design/delivery of Programme • Operational management of Pathways • Oversees subcontractors • Expert andragogy to design/ QA curriculum • Relationship management of LDAs/leaders	16	Head of Leadership Programmes (LP)	• Leadership Programmes Lead • Curriculum & Learning Leads x3 • Managers x4 • Officers x7	• Head of LP • Head of Curriculum
2. Programme Management	• Runs support centre for leader enquiries • Enables online content	10	Head of Programme Team (PMT)/QA	• Leadership Programmes Operations Manager • Digital Learning Lead	• Head of PMT/QA

	• Logistical arrangements • Quality Assurance			• Digital Learning Officer x3 • Support Centre Coordinators x3	• Digital Learning Manager
3. Partnerships and Placements	• Managing LA relationships • Reaching LA/leader engagement/recruitment targets	4	Head of Partnerships and Placements	• Partnerships and Placements Managers x3 • Housed within our national Partnerships team (8 people)	• Head of Partnerships and Placements
4. Quality Assurance	• Programme QA/reporting • Data: rapid analysis of feedback and diagnostics, through dashboards/ reports	3	Head of PMT and QA	• Data Officer	• Head of PMT/QA • QA Lead

The following Frontline teams will support with Programme set-up/delivery:
- SLT
- HR
- Finance and Compliance
- External Relations (marketing and communications)
- CRM (development of Salesforce for data and MI)
- IT

- Curriculum

Leadership Development Advisors (LDAs) providing coaching to leaders will be subcontracted and managed by the Leadership Programmes team. We have a strong track record of recruiting/retaining exemplary LDAs so are confident in our ability to identify the required additional contractors.

2.1.2.4 Tracking/reviewing progress

We'll establish a monthly **Pathways Programme Steering Group,** chaired by the Head of LP, to:

- Review progress against project plan and performance indicators.
- Update/review risk register and RAG ratings.
- Update on members' areas of work.

Group members will include:
- Some Delivery Partners
- Head of LP
- Leadership Programmes Lead
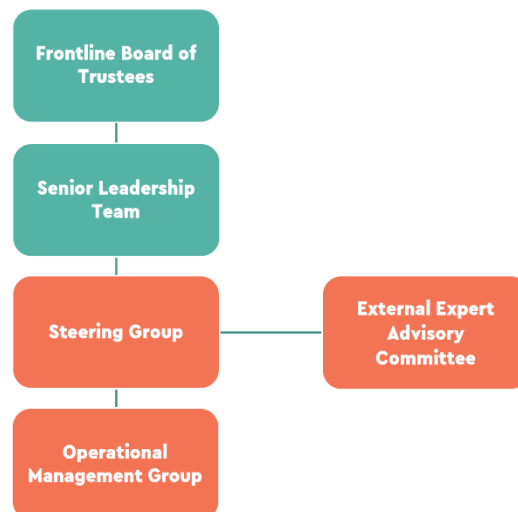
Fig.2: Leadership and governance

The programme's **Operational Management Group**, attended by Head of LP, Leadership Programmes Lead and Pathway Managers, will meet **weekly** to review real-time data.

These structures will ensure:
- Close communication across delivery teams.
- Off-track deliverables are identified and mitigated quickly.

We'll create data dashboards for each KPI, ensuring consistent, transparent reporting. We'll build on our established, intuitive Salesforce/Power BI MI system (*Fig.3* example) to provide staff and DfE with real-time and historical data (including attendance data) to identify trends and aid decision-making.

==Figure 3. Example Quarterly Dashboard redacted (FOIA Section 40: Personal Information)==

Fig.3: Example quarterly dashboard

2.1.2.5 DfE progress updates and feedback response

Progress updates and meetings
We'll meet **monthly** with DfE to:
- Discuss progress and share learning
- Collaboratively problem-solve
- Identify and review risks and mitigations
- Identify research questions.

We'll use the project plan to focus discussion on Programme status including progress to date and risks. We'll provide a shared live dashboard *(Fig. 3 & 4) so* DfE has full access to progress on key figures between monthly meetings.

DfE will also have access to the evaluation framework and we'll highlight key data monthly, allowing both parties to identify any below-target metrics immediately, for discussion at scheduled meetings or more urgently if required.
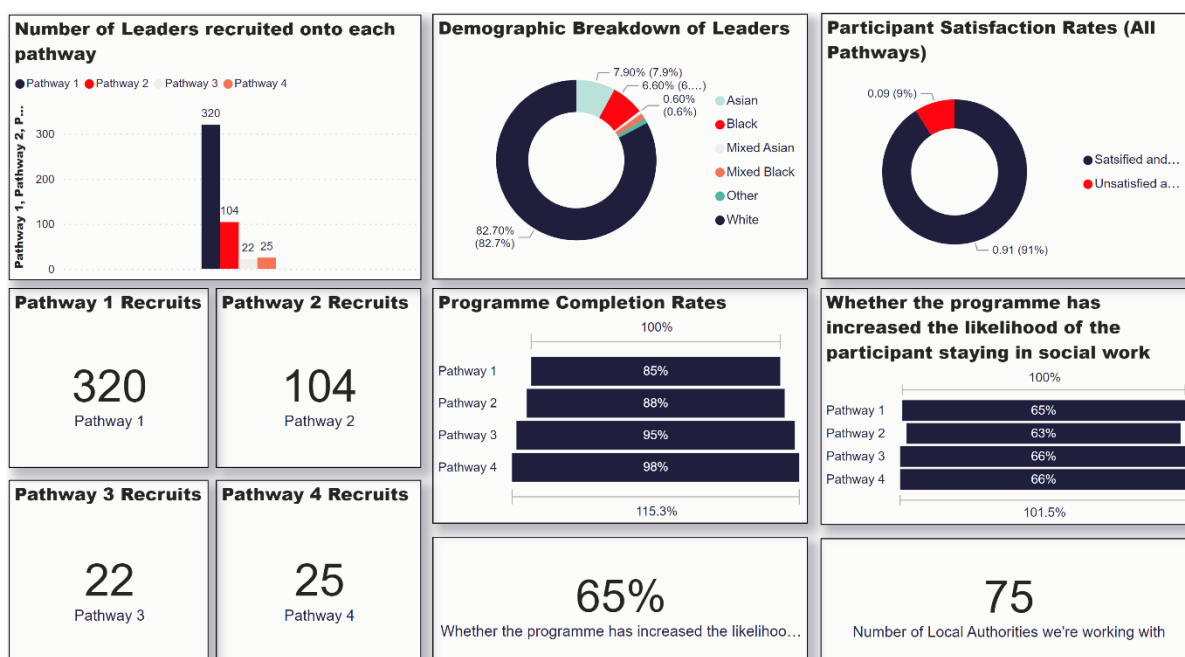
Fig.4: Example monthly dashboard

Quarterly, we'll conduct a full review of KPIs with RAG rating *(Fig 5.)* to ensure sufficient rigour:

KPI	Target	Current YTD Status %	Previous period YTD Status		Previous year YTD status	
			%	Variance from current YTC status	%	Variance from current YTC status
Equity of programme access	Good: > 25% Requires Improvement: 15% - 25% Inadequate: < 15%	27%	24%	-3%	26%	-1%
Employer satisfaction	G: > 95% RI: 85-95% I: < 85%	98%	97%	-1%	99%	1%
Increasing programme reach	G: > 60% RI: 40-60% I: < 40%	64%	58%	-6%	40%	-24%
Increasing quality and consistency of leadership	G: > 15% RI: 5-15% I: < 5%	14%	16%	2%	4%	-10%

Fig.5: Example quarterly review

Annually, we'll undertake more detailed reports and Programme reviews in collaboration with DfE attended by our Programmes Director, Chief Social Worker, Head of LP and Head of PMT/QA, plus additional leads as required.

- **May 2023 –** review completed Pathway 1 (and learning on Pathways 2-4) to identify improvements for future cohorts
- **January 2024** – review on completion of at least one cohort for each Pathway
- **July 2024** – review on completion of all Pathway cohorts

We'll agree with DfE the format/level of detail to be included in monthly/year-end reports. This will cover agreed KPIs, plus additional/supporting metrics, e.g.:

- Participant numbers by pathway and LA
- Programme retention
- Demographic breakdown of leaders, including protected characteristics
- Feedback from leaders and LAs, e.g., Programme quality/satisfaction.

Feedback and external evaluation

We'll develop an in-house approach to evaluation, inspired by Dartington's approach to rapid cycle testing. We've successfully trialled this on the Headline programme, enabling us to identify and implement Programme changes quickly.

We'll co-create QA and data collection measures with leaders, ensuring they're practical, meaningful and maximise engagement. We propose to do this by:

- Gaining input from our current Alumni (~2000).
- Reviewing measures with leaders on the Pathways Programme (end of cohort 1).

We'll ensure applicants understand that feedback is a Programme requirement upon joining, to guarantee high response rates and ensure statistically significant data informs Programme

improvements and evidences impact. We'll hold and use data in accordance with data protection laws and requirements.

We'll gain consent to share applicant details with DfE for external evaluation, enabling DfE to evaluate the Programme autonomously without requiring opt-in consent later. We'll work collaboratively with external evaluators and support as required once timeframes are confirmed.

2.1.2.6 and 2.1.2.7 Risks
Frontline has well-established processes for risk management; responsibility for risks is distributed across, and embedded in, our charity's operations. For the Pathways Programme:
- Frontline's **Board of Trustees** has overall accountability for ensuring effective risk management arrangements are in place
- The **COO** will have Executive responsibility for the organisational risk register. This captures key organisational risks; assesses their risk, tracks internal controls; sets mitigating actions
- The **Head of LP** will be responsible for managing contractual risks and mitigations, tracked through a Programme risk register. For example, in the event of a subcontractor underperforming, we'll discuss this with the subcontractor at a senior level at the earliest opportunity and agree an action plan, which we will closely monitor
- Frontline's **Operational Management Group** will identify and manage programmatic risks and mitigations, and agree, implement and monitor course corrections.

To mitigate serious risks, including those which may impact achievement of KPIs, Frontline will:
- Undertake immediate, specific mitigation activity with appropriate management structure
- Flag risk to DfE at the earliest opportunity
- Present a risk management action plan
- If unresolved, arrange an extraordinary meeting with DfE to agree further action.

Our risk register is attached (Annex C).

[END]

Schedule of activity (year/ month)

Activity	Lead team	2022 J	F	M	A	M	J	J	A	S	O	N	D	2023 J	F	M	A	M	J	J	A	S	O	N	D	2024 J	F	M	A	M	J	J	A	S	O	N	D
Contract management																																					
TUPE staff																																					
Scenario planning: draft JDs.	People	X																																			
Seek legal advice	People		X																																		
Share JDs with partners.	People			X																																	
Negotiate with partners which staff TUPE over.	People				X	X	X	X	X	X																											
New staff recruitment																																					
Staff demographic survey	People/ HR			X																																	
Focusing on under represented groups (highlighted in demographic survey)	People/ HR				X	X	X	X	X	X																											
Recruit and induct outstanding roles.	People/ HR				X	X	X	X	X	X																											
Delivery Partner set up																																					
Design and co-production of content	Programmes				X	X	X	X	X	X																											
Co-delivery and review	Programmes										X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Agree roles and responsibilties	Programmes	X																																			
Design and co-production of content	Programmes				X	X	X	X	X	X																											
Exit strategy																																					
Develop strategy and agree with DfE	Programmes																									X	X										
Implement exit strategy	Programmes																											X	X	X	X	X	X	X	X		
Contract end	Programmes																																			X	
DfE collaboration																																					
Agree ways of working	Programmes				X	X	X																														
Agree detailed evaluation framework (monthly reporting, dashboards and KPIs)	QA				X	X	X																														
Establish strategic/operational management/governance structures	Programmes				X	X	X																														
Review ways of working	Programmes																	X								X											
Review effectiveness of KPIs and any improvements to success measures	QA															X																					

Schedule of activity (year/ month)

Activity	Lead team	2022 J	F	M	A	M	J	J	A	S	O	N	D	2023 J	F	M	A	M	J	J	A	S	O	N	D	2024 J	F	M	A	M	J	J	A	S	O	N	D
Operating Rhythms																																					
Operational management team (weekly)	Programmes				█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█				
Steering group (monthly)	Programmes				█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█					
DfE KPI reporting (quartlerly)	Programmes					█			█			█			█			█			█			█			█			█			█			█	
Expert advisory committee (quarterly)	Programmes		█			█			█			█			█			█			█			█			█			█			█			█	
DfE Monthly DfE progress check in meetings																																					
Check-in focus: Contract	Programmes					█	█																														
Check-in focus: Recruitment	Programmes						█	█									█	█							█	█											
Check-in focus: Delivery	Programmes								█	█	█	█							█	█	█	█	█					█	█	█	█						
Check-in focus: Quality assurance	Programmes													█				█								█					█						
Annual reports	Programmes																█									█				█							
Systems																																					
Learning management system	PMT																																				
Prepare tender brief	PMT	█																																			
Release tender	PMT			█																																	
Award contract to provider	PMT				█																																
Configure and build LMS including Pathways programme branding	PMT					█	█																														
Release to leaders	PMT						█	█																													
Salesforce	CRM																																				
Enhance Salesforce systems	CRM					█	█	█																													
Salesforce development complete	CRM								█																												
Lumus	QA																																				
Brief Lumus on programme	QA		█																																		
Notify Lumus to begin build	QA				█																																
P1 & P2 consult	QA					█																															
P1 & P2 system build	QA						█																														
P3 & P4 consult	QA							█																													
P3 & P4 system build	QA								█																												
Reviews	QA									█																											
Zen desk	PMT																																				
Prepare development brief	PMT		█																																		
Development	PMT			█	█																																
Testing/ training	PMT					█																															
Launch customer service desk	PMT						█																														
Power BI																																					
Build dashboards for data	QA					█																															
Share with DfE	QA						█																														
Make dashoards live	QA							█																													
Review dashboards for usefulness														█																							

Activity	Lead team	2022												2023												2024											
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Programme Recruitment / Promotion																																					
Promotion																																					
Confirm branding/ messaging with DfE	ER			█																																	
Develop promotional material and communications	ER			█	█																																
Website design	ER			█																																	
Website launch	ER					█																															
Social media pages design	ER			█																																	
Social media pages launch	ER					█																															
Social media pages ongoing maintenance	ER						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█		
Recruitment																																					
Promotion to LAs/employers/social workers	Partnerships																																				
End to end applicant journey outlined and agreed	Partnerships				█	█																															
Co- deliver events and promotion with partners.	Partnerships						█	█	█		█		█		█		█		█		█		█		█		█										
Programme discussed at existing monthly LA meetings	Partnerships						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█												
Targetted communication to HoS, DCS and CEOs	Partnerships	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█					
Screening																																					
Expression of interest form goes live	Partnerships					█																															
Application system goes live	PMT						█																														
LA Nominations received	Partnerships						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█														
Processing bookings (non screened applications)	PMT						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█														
Screening applications	Programmes						█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█														

Schedule of activity (year/ month)

Schedule of activity (year/ month)

Activity	Lead team	2022 J	F	M	A	M	J	J	A	S	O	N	D	2023 J	F	M	A	M	J	J	A	S	O	N	D	2024 J	F	M	A	M	J	J	A	S	O	N	D
Design																																					
Pathway 1 - content creation																																					
Develop detailed curriculum overview	Programmes	X	X																																		
Design content with partners	Programmes				X	X																															
Accessibility checks	PMT					X																															
Build content into LMS	PMT						X	X																													
Review and amend content	Programmes																X	X																			
Pathway 2 - content creation																																					
Develop detailed curriculum overview	Programmes	X	X																																		
Design content with partners	Programmes					X	X																														
Accessibility checks	PMT						X																														
Build content into LMS	PMT							X	X																												
Review and amend content	Programmes																X	X																			
Pathway 3 - content creation																																					
Develop detailed curriculum overview	Programmes	X	X																																		
Design content with partners	Programmes					X	X																														
Accessibility checks	PMT						X																														
Build content into LMS	PMT								X	X																											
Review and amend content	Programmes																X	X																			
Pathway 4 - content creation																																					
Develop detailed curriculum overview	Programmes	X	X																																		
Design content with partners	Programmes						X	X																													
Accessibility checks	PMT						X																														
Build content into LMS	PMT								X	X																											
Review and amend content	Programmes																X	X																			
Content creation - development project brief																																					
Plan structure	Programmes					X																															
Design supporting materials	Programmes						X																														
Build into VLE	PMT							X																													
Design - small group practice sessions																																					
Plan/ review structure	Programmes						X										X																				
Write guidance	Programmes							X										X																			
Prepare training	Programmes								X										X																		
Review impact	Programmes									X												X															
Communicate changes	Programmes										X												X														
Handbook																																					
Handbook designed / reviewed	Programmes						X												X																		
Handbook finalised	Programmes							X											X																		
Handbook shared on VLE	PMT								X												X																

Schedule of activity (year/ month)

Activity	Lead team	2022 J	F	M	A	M	J	J	A	S	O	N	D	2023 J	F	M	A	M	J	J	A	S	O	N	D	2024 J	F	M	A	M	J	J	A	S	O	N	D
Facilitators/ staff																																					
Leadership development advisors (LDAs)	Programmes																																				
Identify existing capacity and interest	Programmes				■																																
Map workflows and identify gaps	Programmes					■																															
Advertise and recruit additional LDAs (as needed)	Programmes						■							■												■											
Train LDAs	Programmes																																				
LDA briefing and CPD	Programmes									■												■												■			
LDA catch up calls	Programmes								■												■			■												■	
LDA meet up	Programmes													■											■												
Quality Assurance Reviews with Lead LDA	Programmes																		■	■	■	■	■	■	■						■						
Pathway 1 - recruit and train facilitators	Programmes							■						■																							
Pathway 2 - recruit and train facilitators	Programmes								■						■																						
Pathway 3 - recruit and train facillitators	Programmes									■						■																					
Pathway 4 - recruit and train facilitators	Programmes									■						■																					
Events																																					
Residentials																																					
Prepare tender brief	PMT		■																																		
Release tender	PMT			■																																	
Award venue contract	PMT					■																															
Work with venue provider to arrange venue logistics	PMT						■																														
Run residentials	Progs & PMT								■	■	■			■	■		■		■	■	■				■		■		■		■		■				
Review post P1 residential	PMT										■																										
Review post P2 residential	PMT																																				
Review post P3 & P4 residential	PMT																																				
Retender for second year (if necessary)	PMT																		■	■																	
Experiential visit																																					
Design with partners	Programmes														■	■																					
Finalise plans including logistics	PMT																■									■											
P3 Visit	Progs & PMT																■										■										
Ofsted visit																																					
Meet with Ofsted to plan opportunities	Programmes													■	■																						
Cohort 1: 2 weeks notice to sign up for 2 day monitoring visit - 2 opportunities given.	PMT															■	■	■																			
Meet with Ofsted - review and plan next cycle	Programmes																			■	■																
Cohort 2: 2 weeks notice to sign up for 2 day monitoring visit - 2 opportunities given.	PMT																								■	■	■										

Schedule of activity (year/ month)

Activity	Lead team	2022												2023												2024											
		J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Leader/ applicant comms																																					
Pathway 1																																					
Confirm places	PMT							▦			▦					▦				▦				▦			▦										
Onboard and enrol on LMS	PMT								▦			▦					▦				▦				▦			▦									
Mid way check in	Programmes											▦			▦					▦						▦				▦							
End of programme review	Programmes													▦										▦										▦			
Pathway 2																																					
Confirm places	PMT							▦						▦							▦																
Onboard and enrol on LMS	PMT								▦						▦							▦															
Mid way check in	Programmes											▦					▦						▦							▦							
End of programme review	Programmes														▦					▦														▦			
Pathway 3 & 4																																					
Confirm places	PMT						▦									▦																					
Onboard and enrol on LMS	PMT								▦								▦																				
Mid way check in	Programmes													▦									▦														
End of programme review	Programmes																		▦													▦					

Schedule of activity (year/ month)

Activity	Lead team	2022	2023	2024
Programme schedule		J F M A M J J A S O N D	J F M A M J J A S O N D	J F M A M J J A S O N D

Pathway 1 - Practice supervisors | Key
- Cohort 1 — Recruitment & screening | Launch | End
- Cohort 2 — Recruitment & screening | Launch | End
- Cohort 3 — Recruitment & screening | Launch | End
- Cohort 4 — Recruitment & screening | Launch | End
- Cohort 5 — Recruitment & screening | Launch | End
- Cohort 6 — Recruitment & screening | Launch | End

Key: Cohort 1, Cohort 2

Pathway 2 - Middle managers
- Cohort 1 — Recruitment & screening | Launch | Resi. | End
- Cohort 2 — Recruitment & screening | Launch | Resi. | End
- Cohort 3 — Recruitment & screening | Launch | Resi. | End
- Cohort 4 — Recruitment & screening | Launch | Resi. | End

Pathway 3 - Heads of service
- Cohort 1 — Recruitment & screening | Launch | Visit | End
- Cohort 2 — Recruitment & screening | Launch | Visit | End

Pathway 4 - Practice leader
- Cohort 1 — Recruitment & screening | Launch | Ofsted | End
- Cohort 1 — Recruitment & screening | Launch | Ofsted | End

Year groups: **2022** (first 12 months, J–D), **2023** (next 12 months, J–D), **2024** (last 12 months, J–D). Shaded-only cells are shown as ■.

Activity	Lead team	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Quality Assurance																																					
Agree methodology, baseline data and feedback loops	QA				■																																
Agree feedback questions	QA						P1	P2	P3&4																												
Build surveys	QA & CRM							P1	P2	P3&4																											
Leadership diagnostics (see systems section for more detail)																																					
Leadership diagnostics set up	QA					■	■	■	■	■																											
Delivery of leadership diagnostics (pre)	QA									P1&2	P3&4			P1				P1				P1&2	P3&4			P1					P1						
Delivery of leadership diagnostics (post)	QA											P1				P1			P2	P1			P3&4	P1				P1				P2	P1				
360 LA																																					
360 LA consult	QA							■																													
360 LA questions finalised	QA								■																												
360 LA system build	CRM									■																											
Survey - all pathways	QA																																				
Residential survey	QA									P1	P2	P3&4		P1	P2			P1		P2		P1	P2	P3&4		P1	P2				P1		P2&1				
End of programme surveys	QA												P1				P1		P1&2				P3&4	P1,3,4			P2				P1		P1&2				
Partnership survey (all pathways)	Partnerships															■																					
Feedback loop to leaders	Programmes																			■			■								■			■			

Annex B: Organisation Charts

Team chart key:

Fully funded role   **Partially funded role**
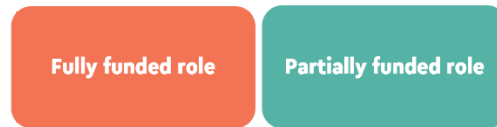
Team chart 1 – Leadership programmes

Head of Leadership Programmes
Strategic oversight and escalation point

Coordinator

Leadership Programmes Lead
Oversees whole programme and sub-contractors

Curriculum & Learning Lead x 3
Andragogy expertise in curriculum design

Head of Curriculum
Providing expertise, learning and support from wider Frontline curriculum team

Programme Manager (Practice Supervisors) x 2

Programme Manager (Middle Managers)

Programme Manager (Heads of Service & Practice Leaders)

Project management of pathway

Practice Supervisors Officers x 2

Middle Managers Officers x 2

Programme Officers x 2

LDA/leader relationship management

Team chart 2 – Programme management

Head of Programme Management and QA

Operations

Leadership Programmes Operations Manager
Oversee programme logistics

Support Centre Coordinators x3
Staff support centre

Digital Learning Manager

Digital learning

Digital Learning Lead
LMS management

Digital Learning Officer x3
Online content creation
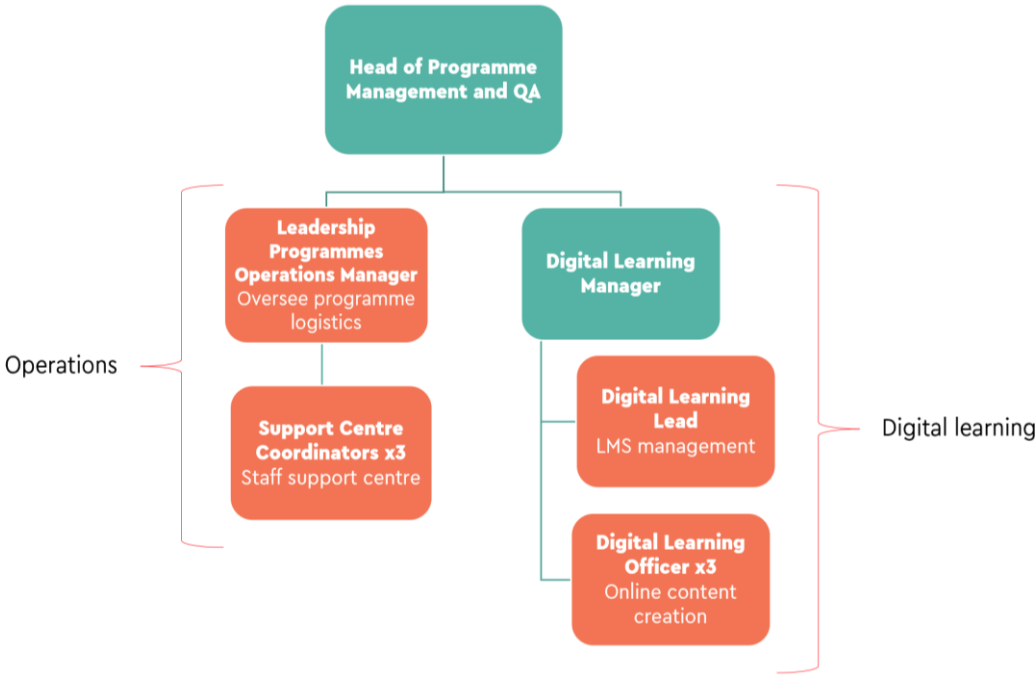
Team chart 3 – Partnerships and placements

Head of Partnerships and placement
Strategic oversight of all LA partnerships

Partnerships and placement manager x 3
Increased capacity in wider team to expand LA reach

Wider team
(not funded by Leadership bid)
Partnerships and placement manager x 7
Partnerships and placements officer
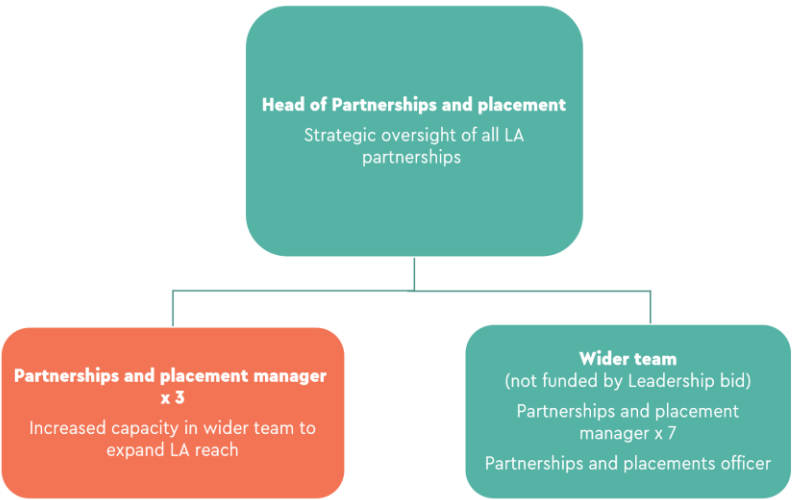
Team chart 4 – Quality Assurance

Head of Programme Management and QA

QA Lead
(Leadership Progs)

Design QA structures and work with DfE/external evaluators

Data Officer
(Leadership Progs)

Data and leadership disagnostics analysis
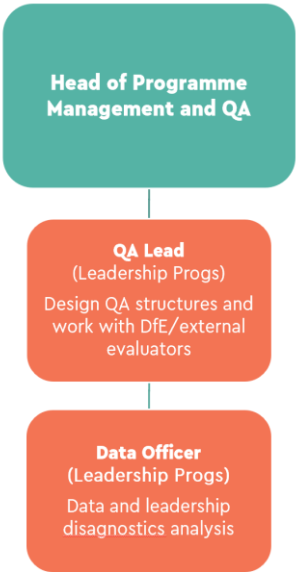
Annex C: Risk Register

This risk register uses the following risk calculation: **(Likelihood x Impact) + Impact** as recommended by the Charity Commission to ensure best practice. The below heat map outlines the rating system.

Name	Description	Owner	Impact	Potential Impact	Likelihood	Score	Mitigations (in place or in progress)	Monitoring, escalation and timescales	Post mitigation Impact	Post mitigation Likelihood	Post mitigation Score (net)
							Incident response				
Major incident	A major incident or failure, such as a safeguarding failure, major data security breach	COO	5	1. Damage to relationship/reputation with key stakeholders 2. Significant adverse publicity resulting in loss of public trust (DfE or Frontline) 3. Risk to overall organisational stability/viability	3	20	1. Serious Incident management plan in place and updated regularly 2. Proactive and reactive communications plans in place 3. Key relevant policies, such as whistleblowing, safeguarding and complaints periodically reviewed, as well as regularly communicated and formal part of contracting/induction processes for leaders and employees 4. Compliance framework in place and operational	Responsibility to report incidents falls to all involved in the Programme including Delivery Partners. Issues are escalated through relevant Heads of who raise it with Programme director. On notification of incident or significant change we will convene the incident management team/ response management team within:	3	2	9

				4. Financial penalty, fine or costs to resolve, e.g. legal fees 5. Team unable to deliver Programme			5. Response management team on standby with periodic checks – ready to gather at any time.	• As soon as possible – severe or significant incidents • 1 day – moderate/ minor or change in government guidance			
Covid-19	Programme disrupted due to restrictions or Covid-19 illness	Head of LP	3	1. In person events unable to take place 2. Staff sickness causes inability to deliver Programme 3. Leader sickness causes elements of the Programme to be missed.	3	12	1. Structure of the Programme reviewed by HoLP alongside government guideline changes 2. Digital learning team and curriculum team prepared to amend in person content to online delivery quickly 3. Back up staff scheduled for delivery to allow for last minute staff absences 4. Content provided for leaders to catch up on any content missed due to sickness.	Sub-contractors will be included where relevant. Decisions on corrective actions proposed and a communication plan put in place. DfE will be informed • immediately - significant risks to reputation • within one week - request to make changes to Programme where appropriate. • At next monthly meeting – minimal risk Ongoing review of the situation on a daily basis, weekly and monthly basis respectively until risk has reduced	2	3	8
				Programme delivery							
Loss of partner	Partner loss due to relationship breakdown or financial issues	Head of LP	3	1. Reduced advice on Programme design 2. Reputational damage impacting recruitment 3. Disruption to delivery	2	9	1. Partners are trusted and known to Frontline 2. Delivery is not wholly reliant on partner engagement. Clear sub contractor responsibilities. 3. Strong track record of engagement with partners 4. Partner management structure in place to ensure early identification of risks. 5. Strong relationships with other partners who can provide support and advice to step in 6. Frontline's internal team of significant size and capability to easily cover any gaps in delivery	Progress tracking and escalation opportunities will take place at: • Weekly Operational management meetings > escalated to Head of team • Monthly meetings with all team leads > escalated to Programme director • Monthly meetings with partners (facilitated by Leadership Programme lead).> escalated to Head of leadership progs	2	2	6
Attrition from programme	Mid-cycle leader attrition from programme	Head of LP	4	1. Risk to Programme funding if contract KPIs are missed and diminished confidence;	4	20	1. Salesforce used to collect data on attrition themes for monitoring and review		4	2	12

Risk	Description	Owner		Consequences			Mitigations	Actions			
	prior to completion			2. Damage to relationship with local authority partners leading to decreasing demand; 3. Damage to Frontline's/DfE's reputation with all stakeholders; 4. Increase cost per participant impacts upon value for money			2. Detailed knowledge of people on Programmes and their LA authority support systems will allow pro-active identification and early mitigation 3. Automated dashboards used to track live attrition rates 4. Adopt the principle of rapid cycle testing for year 1 of Programme roll out 5. Additional coaching sessions offered to at risk groups identified through trends. 6. Frontline's extensive suite of interventions developed from other Programmes can be drawn upon (expert advice, peer support, assistant Programmes, flexibility to accommodate needs, easy and early disclosure of additional needs and adjustments)	Team and partners advised to escalate issues as soon as aware rather than wait for reporting opportunity. On identification of an issue we will: • investigate by 5 working days • implement corrective actions within two weeks • report to DfE within three weeks or at the monthly meeting (whichever comes first)			
Quality of programmes	Failure to consistently deliver high-quality, continuously improving programmes	Programme director	3	1. Decrease in satisfaction by leaders leading to increased attrition and/or future recruitment challenges; 2. Failure to sufficiently equip leaders to be effective leaders, leading to a diminishing of impact	2	9	1. Ongoing focus on andragogy across Programmes improving content design, approaches to delivery and facilitator training 2. Quality Assurance Framework implemented for Programme 3. Utilise Frontline structures to share best practice and lessons learned from other teams within Frontline who have delivered similar programmes. 4. Work in collaboration with WWCSC to ensure sector and frontline knowledge feeds into the design and delivery of the Programme 5. Feedback loops and co-creation implemented after each pathway cohort to identify areas for improvement.		2	1	5
Accessibility of Programme	Programme is not accessible for those with caring responsibilities or other additional needs.	Head of LP	2	1. Reduces sign up to the Programme 2. Increases attrition from the Programme 3. Reputational damage	3	8	1. Provide information about timelines and dates of the Programme in advance to allow leaders to plan accordingly. 2. Offer multiple dates/times where possible for sessions to offer flexibility. 3. All content designed in line with accessibility guidelines. 4. Virtual learning environment has accessibility function built in to highlight inaccessible content		2	2	6

Risk	Description	Owner		Impact/Consequence			Mitigation	Monitoring/Escalation			
							and allow full accessibility options e.g. screen readers				
Evidence of impact	Inability to share significant positive impact of the Programme	Head of PMT & QA	2	1. Inability to demonstrate impact of Programme jeopardises buy-in from the sector, prospective applicants and LAs 2. Internal quality assurance mechanisms don't measure the aims and outcomes of the Programme 3. Leaders/ LAs don't engage with evaluation cycles for the Programme	3	8	1. Evaluation methodology and data collection tools will be agreed collaboratively with the DfE prior to the beginning of each pathway 2. Frontline, in partnership with the WWCSC, bring significant experience in quality assurance metrics, evaluation methodologies and the practicalities of data collection with participants and local authorities. 3. Propose an evaluation framework which would then be subject to input from the DfE based on their expectations, priorities and sector expertise. 4. During the recruitment process applicants will be asked to commit to providing feedback as an integral part of the Programme		2	2	6
Set up											
Programme content creation	Content is not created in time for Programme launch	Head of LP	5	1. Programme is not able to be delivered 2. Reduction in quality of Programme 3. Damage to reputation and future recruitment	3	20	1. Curriculum overview to be confirmed in advance of contract award 2. Increase in Programmes and digital learning team to be recruited in March to create content. 3. Wider Frontline team available to support with initial content creation 4. Delivery partners to support with content design and creation. 5. Staggered pathways launch	Progress tracking and escalation opportunities will take place at: • Weekly meetings within each team (CRM, PMT (DLT)) > escalated to Head of team • Bi weekly meetings between Head of and COO > escalated to COO	4	2	12
LDA recruitment	Large number of LDAs required to deliver Programme cannot be recruited	Head of LP	4	1. Inability to offer coaching to leaders on the Programme 2. Attrition from Programme due to poor quality or lack of support.	3	16	1. Prepare job description to be released as soon as contract is awarded 2. Cultivate relationship with wide pool of LDAs and Coaches currently used on existing Programmes 3. Promote opportunity through current networks and recruitment channels	Team advised to escalate issues as soon as aware rather than wait for reporting opportunity. On identification of an issue we will: • investigate by 5 working days • implement corrective actions within two weeks • report to DfE within three weeks or at the monthly meeting (whichever comes first)	3	2	9
Technology/ systems	New systems not ready or of expected standard (Booking system, LMS,	COO	4	1. Inability to receive applications (Salesforce/ booking system) 2. Inability to track leader progress (Salesforce)	3	16	1. Drafting of tenders done in advance of contract awarded and procuring existing and proven technology platforms (ie no high risk custom or bespoke software development)		4	2	12

	Salesforce, diagnostics tool)			3. Unable to host teaching, share learning content. (LMS) 4. (4) Unable to measure impact of Programme (diagnostics)			2. Identified preferred providers during bidding process and tested platforms 3. Start deployment of systems as soon as contract is awarded (at Frontline's own risk and cost) 4. Increased staff resource in Digital learning team to allow for priority and focus on development of platforms 5. Significant in house expertise and technical capability already exists within Frontline 6. Progress tracked on a weekly basis			
Staff recruitment	Transition of TUPE staff leaves unfilled roles needed for delivery that cannot be recruited to	Head of people	4	1. Risk of Programme not being ready for delivery at launch date. 2. Reduction in quality of Programme due to understaffing or minimal training/ induction	3	16	1. Pre-emptively prepare all job descriptions and receive legal advice ahead of contract award so they can be shared immediately 2. Prepare staff from across the organisation who run similar Programmes to step in and cover gaps if required 3. Begin recruitment externally in parallel with TUPE discussions 4. Use trusted bank of contractors and facilitators currently used by Frontline to support with delivery to cover gaps		3	2	9
Recruitment									
Reputation	Negative reputational impact from leaders not being selected for the Programme	Head of partnerships and placement	2	1. Reduced impact on the social work sector 2. Reduction in applications for the Programme	2	6	1. Provide clear guidelines for who is eligible and what a good applicant looks like 2. Provide feedback to those not selected 3. Share positive success stories of the Programme with LAs.	Progress tracking and escalation opportunities will take place at: • Monthly meetings between the Partnerships and placements team and Leadership Programmes team > chaired by the Head of partnerships and placements • Standing topic at existing governance	1	1	2

| Attaining programme placement targets | Inability to meet targets across programmes as a result of poor LA engagement or internal logistics | Head of partnerships and placements | 4 | 1. Restricts organisational ability to meet obligations in contracts (incurring DfE financial penalty) weakening our position for future contract tenders; 2. Not meeting the expectations of LA customers risks long term sustainability 3. Increased cost per participant impacts upon financial sustainability | 3 | 16 | 1. Expand our existing partnerships strategy and plan to clearly include:

a. segmentation of which LAs to target per Programme Pathway and per cohort

b. detailed volume forecasts by LA

c. communication and engagement plan

3. Add the Pathways Programme to the existing 5 year Collaboration Agreements signed in 2021 by >60 partners to make Programme recruitment and partnership governance simpler

4. Raise the profile of the Pathways Programme by making a prominent topic in all existing Frontline external relations and business development activities – e.g. Regional Partnership Forums , strategic partnership meetings with Local Authority SLT, and general communications

5. Use the LA feedback survey for better insight on the satisfaction with our partnership and likelihood to re-partner | of monthly partnership meetings with local authority partners (supported by Leadership programme lead).> escalated to Head of Partnerships and placement / Head of leadership progs

Team and partners advised to escalate issues as soon as aware rather than wait for reporting opportunity.
On identification of an issue we will:
• investigate by 5 working days

• implement corrective actions within two weeks

• report to DfE within three weeks or at the monthly meeting (whichever comes first)

Progress tracking and identification of risks for escalation is an already established way of working for the Frontline, Firstline and Headline programmes. We shall build upon this performance management framework to include the Pathways Programme as follows:
• Weekly pipeline and forecasting meetings between Partnerships team and Leadership Programme Managers, chaired by the Head of partnerships and placements (an existing meeting to be expanded)

• Monthly meetings with all Programmes Heads to | 3 | 2 | 9 |

							review key metrics and insights and validate or adapt the plan - chaired by the Programmes Director (new meeting to be setup) • Monthly partnership meetings with local authorities (existing to be expanded) – led by Partnership managers and supported by Leadership programme leads).> escalated to Head of leadership progs Team and partners advised to escalate issues as soon as aware rather than wait for reporting opportunity. Attainment of Programme placement targets will be a part of the monthly reporting shared with the DfE allowing discussion and challenge on the best course of action to identify patterns and mitigate emerging risks.			
Internal										
Financial	Unexpected increase in expenditure	Finance and governance director	2	1. If extreme, causes Frontline to experience financial difficulties as an organisation 2. Programme design / quality has to be reduced	3	8	1. Robust budgeting and cost modelling – based on Frontline's extensive experience of delivering similar programmes Firstline / Headline / Frontline – gives us confidence that original budgets are as accurate as possible. 2. Very strong financial control environment as evidenced by last three years of full financial audits 3. Surplus generated on the contract will be used to cover any unexpected cost increases 4. Frontline's has significant experience of managing large budgets and dealing with unexpected events. We will use established processes and skills to respond to unexpected	Carry out regular financial reforecasting to identify any issues early. Full reforecast at least every 3 months and interim reforecast maintained on a 'live' basis to capture material changes immediately. Report any issues to DfE as necessary.	2	1	4

				1. Quality of delivery of all programmes/ pathways programme/ frontline programme (?) reduced due to reduced oversight and focus 2. Burn out of team due to inadequate resourcing 3. Commitments to funders and KPIs put at risk		increases and identify innovative solutions to minimise costs and maximise quality / meet deliverables

5. As a responsibly managed Charity Frontline has significant reserves (£4m) to mitigate significant short and medium term risks and as such we are in a position to manage and absorb any unexpected cost increases without seeking additional funding from the DfE. | |

Meeting other charity commitments beyond the Pathways Programme	Time and focus diverted away from other key projects eg The Frontline Programme	COO	3	1. Quality of delivery of all programmes/ pathways programme/ frontline programme (?) reduced due to reduced oversight and focus 2. Burn out of team due to inadequate resourcing 3. Commitments to funders and KPIs put at risk	3	9	1. Clear separation of resourcing and requirements across different projects and staffing arrangements that segregates resourcing and removes risk. Programmes can run independently of each other 2. Each programme is sufficiently resourced to meet the demands and needs for quality delivery without dependency on other programmes. 3. Key talent already in place and involved with preparation and planning including succession planning so fully aware of current operational demands and have planned resourcing with this in mind to mitigate them 4. Contingency plans in place in case of short term staffing shortages and Frontline's own funds available if required. 5. Whole organisation risk register reflects the needs of all programmes to ensure appropriate allocation of focus from senior leadership. 6. Leadership group proportionally reflects the size and need of the programmes to ensure sufficient prioritisation at an organisational level.	Management structures allow for individual and cross project and programme awareness and comparisons to identify risks early. Weekly and monthly monitoring schedule across all projects and programmes identifies risks and rapid responses to mitigate. Operational structures allow for rapid escalation to steering groups, SLT or our Trustees if urgent decisions are required.	2	1	4

Frontline's response to Section 2.1.3 Contractor management and governance

Word count 1,495

2.1.3.1 Governance and management structure and 2.1.3.2 Programme organisation and management

Frontline is the lead provider for this contract. We do not have any key subcontractors as defined in DfE's specification; strategic decision-making and accountability for the Pathways Programme lies with Frontline alone. A strength of this approach is its simple, transparent and efficient governance and management structure. We will ensure Programme excellence and diversity of thinking through quality subcontractors – Delivery Partners (DPs) – with specific expertise and experience. Frontline has used this approach successfully to deliver the Frontline and Firstline programmes.

The proposed structure (described below) builds on Frontline's existing management structures, which have proven highly effective in delivering Frontline and Firstline programmes. These programmes have trained ~2000 social workers and leaders, with high levels of satisfaction: 98% of leaders trained in our four most recent Firstline cohorts were satisfied/very satisfied with their experience.

Group	Scope
Frontline Board of Trustees (quarterly)	Quality Sub-Committee will receive regular Programme reports, review risks and provide advice and challenge to the Executive.
Frontline Senior Leadership Team (weekly)	Escalation point for significant decisions. Head of Leadership Programmes attends as required.
Advisory Group (quarterly)	Independent experts – including social work leadership, leadership development coaching, diversity and inclusion, and experts by experience – will provide challenge and feedback on key issues.
Pathways Programme Steering Group (monthly)	Ensures delivery of a cohesive Programme and overarching strategy. Ensures effective communication/learning between the four pathways. Attended by: • DPs: What Works for Children's Social Care (WWCSC), North Yorkshire County Council (NYCC) • Leadership Development Advisors (LDA) Lead. Head of Leadership Programmes (Group's Chair) and Leadership Programmes Lead (LP Lead) will provide day-to-day coherence.
Pathways Operational Management Team (weekly)	Attended by Head of Leadership Programmes, Leadership Programmes Lead and Pathway Managers. Covers management of shared DPs. Representatives from multi-disciplinary Frontline teams: • Partnership and Placements • Programme Management.
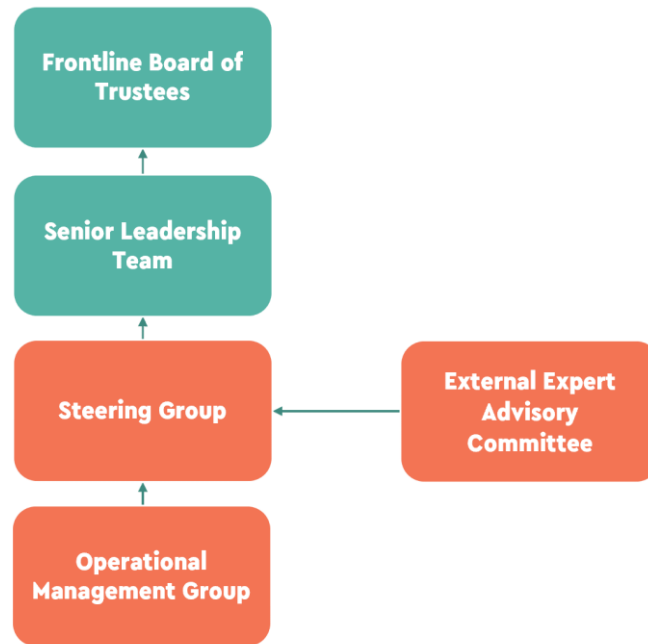
Fig.1 Programme management/governance

2.1.3.3 Group members

As lead provider, Frontline will be accountable for all Programme deliverables and KPIs. We have extensive experience designing and leading large-scale training programmes, aimed at improving social work quality and culture within local authorities (LAs):

Programme	Dates	Programme length	Current annual participants	Description
Firstline	2016 - present	10 months	180	National CPD programme designed for first line social work managers, aimed at developing strong, influential leaders – directly comparable to Middle Managers Pathway.
Headline	Sep 2021- present	12 months	20	Leadership development programme for Heads of Service. Equips leaders with skills to create lasting positive change for children and families.
Frontline	2013- present	2 years	900	Employment-based, fast-track, social-work-qualifying education programme with leadership

				development at its core. Frontline has consistently met critical contractual KPIs. Contract value >£20m pa.

This demonstrates our capability to develop and deliver programmes with similar design and objectives to the Pathways Programme, in particular:

- Participant recruitment at scale
- Strategic partnerships with LAs; extensive experience of launching new initiatives, co-designing to LA needs and delivering high-quality results leading to multi-year repeat partnerships
- Leading and managing multiple DPs:
  - Programme delivery (Firstline) and venues
  - Consultants contributing to programme design
  - Networks of independent coaches and LDAs
  - Accrediting University DP (Frontline) (Lancaster University).

Frontline will require complementary expertise from the other organisations and individuals in this market. Frontline already has strong relationships with many; we are confident in our ability to source the required DPs. While we will not rely on any one DP, two outstanding DPs are committed to delivering the Pathways Programme:

Delivery Partner	Responsibilities	Experience/expertise
WWCSC	- Recruitment support including promotion to LA contacts/networks - Some components of: - content design. - Programme delivery - quality assurance - Membership of Steering Group.	WWCSC will offer: - access to latest research and evidence in children's social work - relationships with LAs (increases total to 90%+). Recent projects include DfE-funded evaluations of Strengthening Families projects and research into teenagers in care for National Care Review.
NYCC	- Recruitment support including promotion to LA contacts/networks - Some components of - content design - Programme delivery. - Ensure content design is grounded in LAs' needs and builds on sector-led improvement work through co-creation processes - Membership of Steering Group.	An outstanding LA with extensive experience providing high-quality practice, leadership and CPD for social workers/leaders. Developed No Wrong Door with support from DfE's innovation programme and have embedded this in LAs UK-wide through high-quality coaching.

Other notable DPs include Cascade at Cardiff University (world-leading social work research) and Hertfordshire County Council (Family Safeguarding model); both have confirmed their interest in being one of our DPs.

2.1.3.4 Staff expertise

Frontline staff required to develop and deliver the Pathways Programme are already in post, meaning we can mobilise immediately on contract award. Frontline has 160 employees and an excellent track record of recruiting appropriately skilled and experienced staff, as demonstrated by effective delivery of Frontline's existing social work leadership development programmes. We're confident of rapidly filling any vacancies with high-calibre staff.

Key Post	Rationale/Responsibilities/Skills	In post
Chief Executive Officer	Oversight and overall responsibility for strategic direction and management of senior team and Programme's outputs/outcomes. **Key skills:** Extensive experience of leading innovations, strategic decision-making, cultural change, leadership development and communications. 15+ years in social work culminating in strong networks and sector influence.	Yes
Chief Social Worker	Social work lead for Programme, ensuring practice is central and LA practice models inform design/delivery. **Key skills:** 25+ years social work experience, 10+ years leading academic programmes, strong links with sector (e.g. advisor to Social Work England).	Yes
Chief Operating Officer	Oversight of operational performance, evaluation/impact measurement, contractual compliance, governance, risk management and finance for the Pathways Programme. **Key skills:** 10+ years of high level organisational management, strong, cross-sector knowledge of evaluation and innovation.	Yes
Programmes Director	Oversight of all Programme activity, managing team leads, monitoring KPIs/data on recruitment, partnerships, delivery and curriculum. **Key skills:** Experienced in leading complex, large-scale training programmes. Operational management of multidisciplinary delivery teams.	Yes
Head of Curriculum	Strategic oversight of Programme content/teaching and assessment, ensuring content cohesion. **Key skills:** Evidence-based content design. Experienced researcher, academic and social worker, with 5+ years' experience in social work curriculum design/delivery.	Yes
Head of Leadership Programmes	Lead operational responsibility for Programme delivery, Programme management, relationships with LAs/LDAs, DfE and oversight of DPs.	Yes

	Key skills: Programme design/delivery, stakeholder management and quality assurance.	
Director of External Relations	Lead on Programme marketing and communications. **Key skills:** 20+ years' experience in marketing and communications in social work.	Yes

Project plans will be reviewed at weekly Pathways Operations Management Team (POMT) meetings to proactively identify/agree staffing requirements. We have 160 staff with deep experience in leadership programme management/design/delivery and can mobilise highly experienced externally recruited staff at pace, as evidenced through our existing social work leadership programmes.

2.1.3.5 Managing DPs

We'll use a proven delivery model from Firstline: working in partnership with a select, highly expert group of DPs to co-design content and deliver some Programme components (e.g. study modules, residential sessions, workshop facilitation and coaching). This model ensures the curriculum is based on the latest evidence and is proximate to practice.

We'll work with DPs according to the Supplier Code of Conduct and expect all DPs to do the same, effectively managing DPs through:
- Robust procurement including consideration of social value
- Clear contracts outlining milestones and KPIs, with appropriate penalties and termination options for poor performance
- Regular performance monitoring, through contract management meetings if appropriate, providing feedback and agreeing improvement plans where necessary
- Collaborating to solve performance issues or tackle priority areas, e.g., introducing measures to reduce workforce inequalities through creating affinity groups.

We will implement additional proven methods (established on Firstline) for managing LDAs and facilitators for small-group practice sessions:
- Recruitment involving role-play scenario, qualified coaches on interview panel and focus on LDA diversity
- Bi-annual core and additional training throughout the year
- Supervision/quality-assurance by Lead LDAs
- Performance feedback from Lead LDA and participants at multiple timepoints.

One potential conflict of interest relates to place allocation to partner LAs or their networks. To mitigate this, we'll have an objective process for place allocation that does not involve DPs. We have confidentiality agreements and Letters of Intent, including Heads of Terms, in place with all confirmed DPs, available for DfE review. We'll sign a binding agreement on contract award. Future agreements with DPs will contain appropriate confidentiality clauses.

2.1.3.6 Quality assurance of partner CPD materials and delivery

To assure Programme quality, Frontline will:
- Document quality expectations appropriately, providing:
  - Clear guidance to those designing or delivering content
  - A benchmark for measuring quality
- Review draft content using in-house experts in curriculum design/andragogy; with iterative processes providing feedback to ensure materials meet quality standards (assured by Head of LP)
- Observe Programme delivery and provide/track feedback centrally for Programme and DPs, implementing changes and sharing learning across pathways
- Ensure Lead LDA quality assures coaching/facilitation provided by LDAs, using sample video footage and feedback from leaders.

As Pathways end, we'll collate feedback to inform improvements for the next cohort. We'll undertake an additional review at the mid-point of the first cohort for each pathway and share learning across the Programme.

We'll carry out Programme reviews in May 2023, January 2024 and July 2024.

Appendix: CVs of key people

APPENDIX(CVs OF KEY PEOPLE) IS REDACTED (FOIA Section 40: Personal Information)

Frontline's response to Section 2.1.4 Communications and engagement

Word count: 1,499

2.1.4.1 Strategic narrative

As England's largest children's social work charity, we will draw on our 8 years' experience and our excellent track record of delivering highly effective communications and engagement activity to publicise and share learning from the Pathways Programme.

Our experience of attracting 750 social work leaders to Firstline/Headline leadership programmes and ~2000+ participants to our Frontline programme ensures we have the wide-ranging experience and skill to deliver an effective, professional communications strategy, utilising zero-cost tools and leveraging existing relationships and tested attraction techniques. The strategy will attract and recruit children's social work leaders at scale, with a particular focus on under-represented groups. We'll deliver this through:

- **Sector-wide communications and engagement,** achieving widespread awareness of the Pathways Programme among:
  - Social workers from different backgrounds and career stages
  - All English LAs
  - The social work sector.
- **Bespoke communications and engagement**:
  - Driving leaders to apply to the Pathways Programme
  - Reaching under-represented groups
  - Attracting LAs needing more support, identified in partnership with DfE.

Our strapline is: **One Programme. Multiple pathways. A single destination.** Building on our strong existing partnerships and networks across the social work sector – including engagement with 90% of English LAs – we're confident we'll provide excellent CPD opportunities to at least 2,000 leaders over two years.

2.1.4.2 Messaging

Expanding on successful techniques for attracting leaders to the Firstline/Headline programmes, we've tested potential Pathways Programme messaging with our Alumni to see what resonates. This has informed the following key messages, which we will continue to develop/validate in response to feedback and evidence:

Approach	Key messages
Sector-wide	• The Pathways Programme is a cohesive, comprehensive pathway to senior leadership: **One Programme. Multiple pathways. A single destination** • The destination is consistently high-quality social work, focused on best outcomes for children and families • Our pioneering Programme is ambitious; we urgently need change within the social work system • Frontline is expert in delivering high-quality leadership CPD, consistently receiving 95-100% satisfaction rates from Firstline/ Headline leaders • Participants will gain skills and understanding of what works, leading to improved decision-making and leadership • The Programme is inclusive and accessible, designed with/for a diverse range of leaders • The Programme will enable leaders to build cultures which drive good practice, cut bureaucracy and ensure more direct work with children and families.
Bespoke	• In many cases Programme content can be tailored to individual and LA needs • Each Pathway is designed for different leadership levels, with unique characteristics which dovetail with their long-term career development • Pathway learning continues beyond the Programme through Upon, peer networks and Frontline's Alumni (projected to be >10% of the children's social work workforce by 2025) • LAs will benefit from increased staff wellbeing, reduced turnover and agency rates, and better value for money • Children and families will benefit from greater stability, reduced risk and increased wellbeing.

We'll promote the Pathways Programme in its entirety, while including bespoke messaging for each Pathway, showcasing specific learning and benefits of each.

2.1.4.3 and 2.1.4.4 Zero-cost marketing and how we'll promote to target audiences

We are ready to mobilise rapidly and engage potential applicants at scale. The strategy will be delivered by Frontline's:

- six-strong marketing/communications team and LA partnerships team (expanded to 11 to deliver this contract)
- leadership programmes team.

Approximately 32,000 children and family social workers are employed in English LAs/agencies. Comparisons of workforce versus desired Pathway cohort size are as follows:

	Practice Supervisors Pathway 1	Middle Managers Pathway 2	Heads of Service Pathway 3	Practice Leaders Pathway 4
Relevant workforce	5,000	4,600	1,400	600
Annual cohort size	600 p/yr	300 p/yr	50 p/yr	50 p/yr
# Cohorts annually	3 of 200	2 of 150	1 of 50	1 of 50

To attract eligible aspirant/existing leaders to each pathway, we'll segment and target specific audiences:

Primary – direct applications/influencing leaders to apply	- LAs/children's trusts - All levels of social work management - Children and family social workers
Secondary – encouraging others to apply	- LA HR teams - Local government councillors - Social work training providers - Social work academics - Sector bodies (e.g. ADCS/Regional Improvement Alliances) - DfE/other government departments

Experience has taught us word of mouth is key – we'll build on our existing successful LA partnerships to attract social workers to the Programme, using digital tools and events. Our starting point will be mass communication to all audiences, plus a focus on attracting under-represented groups in the leadership pipeline, particularly:

- Women from all backgrounds, due to disparities in gender in social work vs management roles.
- Ethnic minorities, especially Black social workers.

We'll use targeted communications to increase applications from certain demographics or geographic areas as required, building on existing expertise. On the Frontline programme we test new messaging and change imagery and channels to increase numbers of, for example, Black applicants.

| Channel | Description | Key Audience/s | |
		Primary	Secondary
Personalised engagement	We've a strong track record of leveraging relationships. Our partnerships team invests in understanding LAs' needs and attracting leaders to our programmes, travelling the country to share the benefits of these programmes and our Alumni. Experience with Firstline shows word of mouth/senior LA support are most important in driving applications. At contract start, we'll contact existing networks to build engagement, including ~2,000 Alumni, partner LAs, academics and sector bodies.		
Leveraging partnerships	We'll build on Frontline's existing LA partnerships through our Delivery Partners, giving a starting point of 90% and developing relationships across all in Year 1. North Yorkshire (NYCC) and Hertfordshire County Councils have relationships with numerous LAs via the Strengthening Families Network. Through No Wrong Door and Family Safeguarding. respectively, they're experienced in running programmes with leadership at the core, and will use this expertise to drive recruitment. **REDACTED TEXT STRING** (FOIA Section 40: Personal Information), has a wide network as ADCS Treasurer. The What Works Centre for Children's Social Care will reach new audiences e.g. through its Practice in Need of Evidence programme. As a leading research centre, Cascade's strong		

	reputation will help attract potential leaders to the Programme. Our extensive networks include current/ex-directors of children's services involved in Firstline/Headline training (e.g. **REDACTED TEXT STRING** **(FOIA Section 40: Personal Information)** and experts by experience **REDACTED TEXT STRING** **(FOIA Section 40: Personal Information)**		
MWebsite	We'll build on our web experience in the design and delivery of the standalone website. With one million unique page views annually, Frontline's website has clear user journeys for each target audience. Our top web traffic source for Frontline programme applications is organic search, demonstrating our strong SEO and our experience in driving Programme applications at zero cost.		
Social media	We'll establish Programme social media channels, based on analysis of Frontline's social platform performance. We'll leverage combined reach of Delivery Partners' platforms to connect with target audiences, helping build Programme reputation.		
Workplace	Our online Alumni platform, Workplace, will allow us to connect Alumni with Programme opportunities.		
Frontline events	We'll share Programme information via regular events for Alumni and LA partners, designed and improved based on attendee feedback. We'll hold a launch event (in-person and online) and a webinar series for prospective leaders.		
Third party events	We'll build on existing experience (speaking at conferences, giving evidence at		

	Parliamentary committees etc) where we can reach primary and secondary audiences, to further raise profile.		
Trade press	We'll develop a PR plan to launch and share learning and news about the Programme in the media, targeting publications consumed by key audiences.		
Digital advertising	We'll promote the Programme online using our Google Ad Grant, which permits free digital advertising, to tackle gaps or imbalances in uptake geographically or from under-represented groups.		

2.1.4.5 Sharing insights

We'll collate evidence and Programme insights via our annual LA diagnostic to drive ongoing improvement. We'll analyse channel performance, measuring engagement and ultimately judging in terms of applications. We'll use this to guide future content and events and to identify new opportunities across audiences.

We'll publish and share findings in engaging ways to appeal to audiences, including:
- Blogs and case studies on different Pathways, exploring learning and how this is impacting leaders' work
- Testimonials from LAs and leaders
- Sub-titled film and audio, produced inhouse, providing accessible routes to share Programme experiences and learning
- A quarterly e-newsletter.

2.1.4.6 Look, feel and voice

The Programme's positioning is centred on the message: **One Programme. Multiple Pathways. A single destination**. Its visual identity (look, feel, colour palette, typography, imagery) and tone of voice will be developed internally, in consultation with a representative audience group, to reflect the Programme's high quality and potential impact.

This strong consistent identity across all materials and channels will be unique to the Programme to support increased recognition, connecting us with social workers and LAs, generating Programme enrolments. It will be designed to appeal to social workers, attracting participants with the concept of leadership CPD that makes a significant difference to practice and therefore to children and families.

We're experienced in applying consistent visual identities across existing programme materials, e.g. our brochures for the [Firstline](#) and [Headline](#) programmes, and Frontline programme social posts:
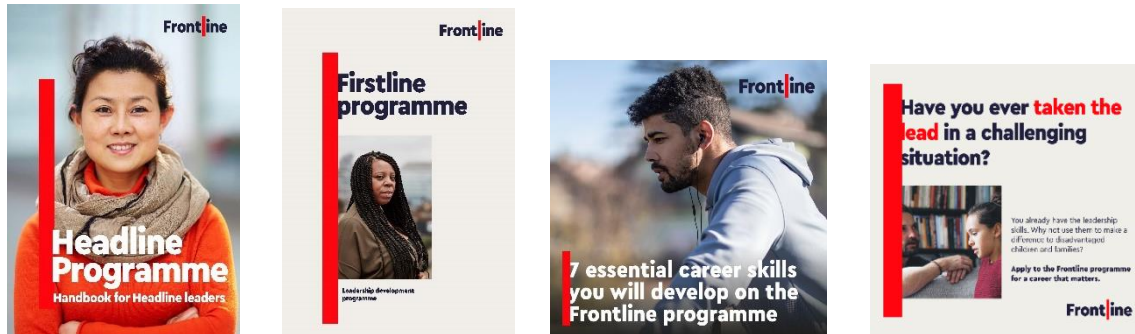
Throughout all communications, we'll ensure a diverse range of voices, images, experiences and perspectives, reflecting the make-up of the children's social work workforce and appealing to a broad spectrum of potential leaders.

Frontline's response to Section 2.1.5 Ensuring quarterly key performance and delivery plan updates

Word count: 1,990

Frontline has a proven track record of collecting, monitoring and reporting data across the Frontline and Firstline programmes. For example, we've developed a sector-leading dataset through tracking the career destinations of Alumni, evidencing our ability to collect, store and analyse data in a purposeful, valid and reliable way.

We'll build on this approach for the Pathways Programme, working in partnership with DfE and local authorities (LAs) to design and implement a rigorous data, reporting and evaluation framework.

Our KPIs will enable us to learn and adapt the Programme offer to deliver improvements consistent with the seven outcomes for children and families in the 7/7/7 model and Knowledge and Skills Statements (KSS). Where available, we've derived targets from experience with existing leadership programmes, Firstline and Headline. Where not, we've proposed initial targets, to be calibrated in collaboration with DfE once we've established baseline data.

For some KPIs we've proposed tiers of targets – Good (G), Requires Improvement (RI) and Inadequate (I) – to create better-informed discussions at performance review meetings with DfE and ensure stretch and challenge across all KPIs.

Continuous improvement

We have proposed KPIs which we consider to be the most meaningful and actionable metrics, and will report on these quarterly where there is new data available. We will provide monthly reporting on other metrics to complement these KPIs for deeper insights. We'll continuously monitor the effectiveness of our metrics so they continue to remain challenging but fair. To this end, we'll also establish formal review points with DfE to review and agree year-on-year improvements to the measures and targets.

Frontline will leverage our Delivery Partner, What Works for Children's Social Care (WWCSC), and as added value our network of pro-bono experts including. Boston Consulting Group, to conduct independent evaluation of our KPIs and recommendations for continuous improvement.

2.1.5.1. Reducing inequality of Programme access and outcome

Frontline understands the workforce inequalities in social work from delivering our training programmes and partnering with LAs for >eight years. We'll build on our expertise to continue tackling these through the Pathways Programme, in terms of participant access, selection, and content delivery.

We want to assess equity of Programme access and outcome in a more meaningful way and will develop our approach by the end of Year 1, in collaboration with DfE and Frontline's Diversity and Inclusion Working Group.

In Year 1, we will trial the below KPIs and focus on equity of access and outcome for people from underrepresented ethnic backgrounds in alignment with Frontline's racial diversity and inclusion policy. We'll re-visit this at the formal Year 1 review point based on data from the initial cohorts and agree with DfE whether to shift the focus in Year 2 to other underrepresented groups.

KPI 2 will measure Programme completion and outcome – which we define as improvement in leadership score – across groups. We will aim for a 90% completion rate across Programme Pathways.

Once we have established baseline data, we can conduct additional research to implement interventions that continually improve equity of experience and outcome, just as we currently do for Alumni, e.g., through coaching specifically for people from minority ethnic groups.

KPI	Target	Measure	Rationale	Relevance	When
1. Equity of Programme access	G: >25% RI: 15%-25% I: <15%	% people from underrepresented ethnic groups are recruited onto the Programme (as an average across Pathways)	Benchmarked against data from Firstline (28% for the past two cohorts) and DfE workforce stats (22%)	As an interim measure for Year 1	Quarterly
2. Equity of Programme completion and outcome	G: <10% RI: 10-20% I: >20%	% variance between ethnic groups in Programme completion and outcome	Ideally, we would aim for 0% variance but we recognise that systemic inequalities may be reflected in Programme outcomes	As an interim measure for Year 1	Quarterly

2.1.5.2. Increasing awareness and reach of leadership CPD and quality and consistency of sector leadership

Awareness and reach

Frontline currently supports 1,100+ participants annually and is ideally positioned to scale up to 1,900 through the Pathways Programme. With our Programme Delivery Partners, we have partnerships with 90%+ of all English LAs. We'll capitalise on this expertise, coverage, and trust with LAs to ensure the Pathway Programme is widely promoted and pipelined for each Pathway.

We considered setting a KPI for participant application or completion rates, but this would not evidence how we have maximised interest and take-up of the Programme. KPI 3 below will demonstrate the extent to which those eligible for the various pathways are aware of them. We will triangulate data collected from LA diagnostics with that collected from annual partnership surveys. For the few LAs with whom we do not yet have relationships, we will discuss and agree with DfE a specific approach to collect this data.

KPI	Target	Measure	Rationale	Relevance	When
3. Maximise interest and take-up of the Programme	G: >% RI: % I: <% To be set in collaboration with DfE	% of eligible staff in partnering LAs aware of the offer	As above	To inform where we focus promotion of the Programme	Quarterly / Annually depending on agreed touchpoints with LAs

4.Increasing Programme reach	G: >55% RI: 40-55% I: <40%	% of LA partners rated Ofsted 'I' or 'RI' (or equivalent DfE priority areas)	Based on 48% of all LAs being Ofsted 'I' or 'RI'	Prioritises levelling-up priority areas	Quarterly

Higher quality and consistency of leadership

Frontline will build 360 diagnostics tools with quantitative and qualitative feedback for each Pathway on the Programme. These will measure quality and consistency of leadership against the 7/7/7 model, mapped against the PQS/KSS, and provide a relevant and consistent measure of leadership grounded in evidence. Leaders will complete these at Programme start and completion, enabling us to measure change across the duration.

We'll map diagnostics to a leadership scale of 1-9, according to what constitutes emergent and exemplary leadership behaviours within each role. This will enable us to assess leaders' progression in a consistent, cohesive way throughout the Programme. For example, we envisage Practice Supervisors scoring 1-3 at baseline, and Practice Leaders scoring 7-9, depending on experience.

The 360 diagnostic is an invaluable tool enabling leaders to identify 'blind spots' in their leadership skills. In the two most recent Firstline cohorts, 100% of leaders surveyed found the diagnostics helpful in understanding leadership strengths and areas for improvement. It also avoids over-reliance on self-assessment by triangulating perspectives from managers, direct reports and peer colleagues. We have demonstrated that the Firstline diagnostic delivers

statistically significant evidence of improvement in leadership capabilities, as reported in the King's College London (KCL) evaluation.

As a value add, the diagnostics will generate a rich dataset which we will mine to provide insights for our LA partners and DfE, as well as explore correlations between Programme quality and impact.

KPI	Target	Measure	Rationale	Relevance	When
5. Increasing quality and consistency of leadership	G: >15% RI: 5-15% I: <5%	% increase in leadership capabilities on a scale designed for the 7/7/7 model, mapped against KSS	Firstline results show increases of 14% (self-reported) vs 5% (colleague reported)	As above	At start and completion of the Programme

Employer satisfaction

We strive for the Programme to meet the needs of both participants and their employers. We already measure LA satisfaction with our programmes in partnership surveys and will replicate this for the Pathways Programme.

KPI	Target	Measure	Rationale	Relevance	When
6. Employer satisfaction	G: >90% RI: 80-90% I: <80%	% of LAs satisfied or very satisfied with the quality of the Pathways Programme	Derived from Firstline and Headline scores	Assessed by the LA, not the participant, for an independent result	Annually, at end of Year 1

The targets proposed are based on recent data from LAs stating 100% are satisfied or very satisfied with their 'experience of working with Frontline'. A more meaningful, but more challenging KPI, is satisfaction with the 'quality of the Programme' and we've therefore proposed a slightly lower, albeit stretching, target.

2.1.5.3 Developing a pathway for leadership and development

We're committed to accelerating career development and progression of leaders within the Pathways Programme and understand quality of content and delivery plays a significant role in

this. As this will be covered in operational reporting, we've proposed more direct KPIs to measure our Programme's impact on progression.

KPI	Target	Measure	Rationale	Relevance	When
7. Promotion of Leaders	Pathway 2: 15% Pathway 3: 10% Pathway 4: 5%	% of aspirant leaders promoted while on the Programme	Benchmarked against score of 15% for two most recent Firstline cohorts	Demonstrates quality of content and delivery supports career progression	Quarterly
8. Career destination of leaders	G: > 90% RI: 80 - 90% I: < 80%	% of leaders still in social work one year after Programme completion (aspirant and in-role)	Derived from historical Firstline data	Demonstrates staff retention within social work	Quarterly, beginning in Year 2 of contract

We considered asking LAs to provide team data but chose to rely on self-reported promotion rates to avoid an additional reporting burden for LAs. Whilst Firstline had results of 15% recently, the other targets reflect the lower availability of openings for the roles in the other Pathways.

The KPIs as they stand do not demonstrate that the Programme directly influences promotion and retention. This data will be captured in surveys, and exact wording will be agreed in collaboration with DfE.

We expect the Programme will impact career destinations of leaders beyond the Programme. We'll continue to track this through our Alumni, as we currently do for Firstline. Although the longitudinal nature of this data means it will fall outside of contract reporting cycles, it will be added value for DfE to know the sustained Programme impact.

2.1.5.4 Workforce stability and staff retention

We want to retain our best social workers and leaders in the sector, and for years have measured career progression of Frontline Alumni in terms of retention within social work, promotion into more senior roles and likelihood to remain in their roles.

As the influence of leaders is critical to staff retention, we propose to track the retention of social workers managed by leaders before, during and after the Programme.

KPI	Target	Measure	Rationale	Relevance	When
9. Workforce retention	G: >5% RI: 2%-5% I: <3%	% reduction in turnover of team managed by leaders	Based on benchmarks in KCL evaluation	Demonstrates the Programme improves leaders' impact on staff retention	At Programme start and Programme completion

For this KPI we considered using DfE workforce statistics on turnover. However, this measure isn't sensitive enough as it's reported at a whole-LA level rather than at team level.

It is difficult for LAs to extract team-level data themselves: the KCL evaluation found 71% of respondents said they couldn't provide this data, with the majority saying data wasn't readily available or was too burdensome to provide. Instead, we'll ask leaders how many social workers they manage before, during and after the Programme and how many left their teams during this time, aligning this closely to the calculation used in DfE's workforce statistics. Our experience from Firstline is that leaders can provide this information: KCL used this data in their evaluation and found a decrease in turnover between Programme start and completion (from 27.5% to 23%), although this wasn't statistically significant.

We recognise this data is subject to many complexities including natural churn, career progression and organisational restructuring. We also recognise that changes cannot directly be attributed to the Programme, so we will supplement this KPI with data collected in the end of Programme survey, to establish whether and how the Programme increased the likelihood of people remaining in role.

2.1.5.5 Social value

KPI 10 is the most pertinent of the metrics identified in our response to section 2.2.1 Social Value and support the requirement for Social Value Model for MAC 6.1.

KPI	Target	Measures	Rationale	Relevance	When
10. Workforce diversity	25%	% of those employed under the contract come from underrepresented groups	Based on the MAC metrics in the government's Social Value model	Prioritises underrepresented groups within our workforce	Monthly

Frontline's response to 3.1.2 Cost & Value

Word Count 1,499

3.1.1 Value for money

We will ensure value for money throughout the Pathways Programme through:

- Accurate budgeting and efficient financial/delivery model, using our experience from other leadership programmes
- Our robust, competitive procurement strategy
- Expenditure on evidence-based training approaches that work
- Leveraging value from Frontline's existing relationships with partners across the sector

REDACTED TEXT STRING (FOIA Section 43: Commercial interest) REDACTED TEXT STRING (FOIA Section 43: Commercial interest) REDACTED TEXT STRING (FOIA Section 43: Commercial interest) Frontline has extensive experience delivering similar programmes and designing efficient delivery models, evidenced by our successful Frontline, Firstline and Headline leadership programmes. As a result, we are confident the proposed budget is accurate and can be relied upon. Over the last five years, we've reduced Firstline programme per participant cost . **REDACTED TEXT STRING (FOIA Section 43: Commercial interest)** and built on this experience to create further efficiency savings in the Pathways Programme.

Frontline operates a robust competitive procurement process, ensuring value for money in supplier expenditure. All high-value procurement (>£30k) will be designed by our Director of Finance and Compliance and involve a formal tender process. For lower value spend (£5k-£30k), we'll obtain written quotes from multiple suppliers.

As a charity, Frontline must re-invest surpluses generated into activities to further our mission. We commit **REDACTED TEXT STRING (FOIA Section 43: Commercial interest)**

REDACTED ACTIVITY COSTS SPREADSHEET (FOIA Section 43: Commercial interest

To demonstrate Frontline's ongoing commitment to achieving value for money, we propose that **REDACTED TEXT STRING (FOIA Section 43: Commercial interest)** .

We recently benchmarked salaries for all levels across multiple charities, LAs and universities. Accordingly, we have positioned salaries within **REDACTED TEXT STRING (FOIA Section 43:**

Commercial interest) to ensure we're attracting excellent staff but not overpaying. The cost of Frontline's defined contribution pension arrangements represents good value for money and is lower cost than most employers pay in the sector.

Our budget for the total non-staff cost of the programme includes the following high value lines, cost calculations are shown below.

REDACTED COST CALCULATIONS SPREADSHEET (FOIA Section 43: Commercial interest)

Costs of engaging the sector

Reaching existing and aspiring leaders is key to delivering Programme outcomes. We'll minimise costs and maximise efficiencies by:

- Strengthening our existing relationships with local authorities (LAs): Frontline has relationships with 80% of LAs across England through existing programmes/Alumni. By working with Delivery Partners (DPs) with whom we have strong relationships (What Works for Children's Social Care (WWCSC) and North Yorkshire County Council (NYCC)) we'll expand our reach to 90%+ LAs, positioning us exceptionally well to publicise/promote the Pathways Programme
- Building on our established Partnerships & Placements team with wide geographical reach and proven ability to create/support strong relationships with LAs
- Leveraging our network of 2000 Alumni based across England to help Frontline engage the sector at no cost, bringing added value to the Pathways Programme.

The significant costs of our strategy for engaging the sector are REDACTED TEXT STRING (FOIA Section 43: Commercial interest)

Developing CPD offer

In addition to in-house expertise, we'll use a range of expert subcontractors to provide specific technical input on various curriculum elements. This approach offers best value for money by ensuring each curriculum component is designed by a technical expert, yet these experts are only paid for the hours needed to develop the relevant module/session. This approach also provides flexibility which allows for adaptations should curriculum changes be required[10]. To ensure impactful CPD that translates theory into practice, we've budgeted for three Curriculum & Learning Lead roles; they'll bring andragogical expertise, ensuring evidence-based learning design, cohesion and quality across the Pathways Programme.

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[10] For example if a new specific module was identified as being needed as a result of the Care Review.

Costs of completing the Programme

The Pathways Programme will include a best practice blended learning[1112] approach, ==REDACTED TEXT STRING== **(FOIA Section 43: Commercial interest)**

3.1.2. Recording and reporting

Frontline has extensive experience of managing high-value contracts, e.g., Frontline programme ==REDACTED TEXT STRING== **(FOIA Section 43: Commercial interest)** and has consistently ensured expenditure is within budget year on year. Frontline has robust internal controls in accordance with Charity Commission guidance and overseen by Frontline's Finance, Audit and Risk Committee.

We'll use existing software systems to record expenditure, including approvals by budget holders. We produce monthly reports on actual spend vs latest forecast for budget holders. Financial reporting will be provided to the Pathways Programme Steering Group to ensure the potential impact of changes to costs is monitored/managed.

Frontline proposes reporting actual financial expenditure to DfE on an annual basis. In the event that Frontline identifies costs may increase/decrease with a potential significant impact on delivery, we will report this to DfE at the next available contract management meeting (no later than a month).

3.1.3 Assumptions

In our cost model, we have: ==REDACTED TEXT STRING== **(FOIA Section 43: Commercial interest)**

3.1.4 Additional risks

Two key financial risks identified are: ==REDACTED TEXT STRING== **(FOIA Section 43: Commercial interest)**

Costs associated with TUPE have been treated as a financial risk. ==REDACTED TEXT STRING== **(FOIA Section 43: Commercial interest)**

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[11] Education Endowment Foundation, 2020. Remote professional development: Rapid evidence assessment, s.l.: s.n

[12] Garrison, R. D. & Kanuka, H., 2004. Blended Learning: Uncovering Its Transformative Potential in Higher Education. The Internet and Higher Education, pp. 95 - 105.

We've considered the risk that the budget relies on the continuation of the Frontline programme at current funding levels. We're confident the Pathways Programme can be delivered for the proposed price should Frontline programme funding reduce or cease; this would be achieved by restructuring and reduction of shared costs.

3.1.5 Planned reforecasting

To remain responsive to changes, Frontline reviews all plans and budgets on a quarterly basis through a re-forecast process. Frontline's Finance Manager will support the Head of Leadership Programmes to complete these for the Pathways Programme. Any changes to delivery numbers or plans will be captured through this process. Re-forecasts will be reviewed by the Pathways Programme Steering Group.

3.1.6. Longer-term sustainability

After contract award, we'll share an exit strategy, including options for sustaining elements of the Programme beyond the contract. We'll develop this strategy throughout the contract duration.

Our preferred scenario is for DfE funding to extend past the initial contract period in order to achieve the most significant impact.

Alternative models we are considering are: **REDACTED TEXT STRING** (FOIA Section 43: Commercial interest)
We'll test these models with LAs during the contract period and feedback insights to DfE.

PROGRAMME PRICING SCHEDULE- REDACTED MULTIPLE SPREADSHEETS (FOIA Section 43: Commercial interest)

REDACTED PAYMENT PROFILE SPREADSHEET (FOIA Section 43: Commercial interest