

JOB DESCRIPTION

Job Title	Residential Sufficiency Strategic Development Manager		
Service	Commissioning and Performance		
Reporting to	Service Director Commissioning and Performance		
Grade	6		
Evaluation ref:	RP324	Job Family ref:	
Role Purpose			
The Residential Sufficiency Strategic Development Manager will be responsible for providing strategic leadership for the development, implementation and continuous improvement of Somerset Council's residential sufficiency model for children in care, ensuring the availability of high-quality, trauma-informed residential provision that meets current and future demand. The role will lead the design of residential services, operating models, governance frameworks and partnership arrangements, ensuring compliance with statutory requirements, Ofsted regulations and national policy, while delivering positive outcomes for children and young people. To lead the development of a sustainable and integrated residential care system, working collaboratively with internal services, residential providers and key strategic partners including health, education, fostering and safeguarding agencies. The post-holder will drive quality, performance and service improvement across the residential offer, establish a consistent culture and ethos of care and ensure resources are deployed effectively to deliver safe, effective and value-for-money services that support children and young people to thrive.			
Accountabilities			
Provide strategic leadership and responsibility for the development, implementation and continuous review of Somerset Council's residential sufficiency programme, ensuring sufficient, high-quality residential provision is available to meet the current and future needs of children and young people in care. Lead long-term planning, service transformation and business development activity to deliver a sustainable and effective residential care system in line with the Council's sufficiency strategy for children in care and care leavers. Lead the design, development, commissioning and mobilisation of up to 11 residential children's homes and associated services, developing operating models, service frameworks, governance arrangements and delivery approaches that are trauma-informed, evidence-based and aligned with statutory requirements, strategic priorities and best practice. Ensure full compliance with Ofsted regulatory frameworks, Children's Homes Regulations and relevant legislation, providing strategic oversight of regulatory readiness, inspection performance and service improvement activity to achieve and maintain good or outstanding outcomes across the residential provision.			

JOB DESCRIPTION

Develop and maintain service specifications, policies, procedures and quality standards for residential provision, ensuring consistency of practice, clear accountability and effective governance arrangements across both internally delivered and externally commissioned services.

Manage the budget for delivery of the children's residential homes (c. £7.5M p.a.) and oversight of spend on individual support packages for children living in the homes.

Develop and maintain comprehensive risk management and business continuity plans for the homes.

Lead strategic direction relating to Somerset's residential children's homes.

Responsible for business case development, capital investment and residential home development and improvement programmes to secure safe, sufficient and high quality services that meet children's needs.

Lead the development of a consistent philosophy, culture and model of care across residential services, embedding trauma-informed practice, safeguarding principles and relationship-based approaches that support positive outcomes, stability and permanence for children and young people.

Provide strategic leadership for workforce planning, recruitment, retention and professional development, ensuring residential services are appropriately staffed by suitably skilled and qualified personnel. Establish clear workforce expectations and quality standards for externally delivered provision and monitor compliance against these requirements.

Develop and maintain effective partnerships with residential providers, commissioning colleagues and the wider care market, influencing service development and market capacity to maximise placement sufficiency, quality and value for money while reducing reliance on high-cost external provision.

Represent Somerset Council at a senior strategic level, establishing and maintaining productive relationships with key partners including health services, CAMHS, education providers, safeguarding partnerships, police and community safety agencies, ensuring an integrated approach to meeting the needs of children and young people.

Supervise 6-8 Responsible Individuals (RI) and Registered Managers (RMs) delivering the registered residential provision, ensuring effective governance, staffing, regulatory compliance and accountability arrangements are in place.

Where necessary to maintain business continuity, act as Responsible Individual on an interim and exceptional basis until permanent arrangements are established.

JOB DESCRIPTION

Design, implement and oversee a comprehensive quality assurance, performance and improvement framework, using performance information, audit findings, inspection outcomes and stakeholder feedback to drive continuous service improvement and strengthen outcomes for children and young people.

Lead the integration of residential provision within the wider Children and Families system, ensuring effective collaboration across social care, fostering, commissioning, education and safeguarding services to deliver co-ordinated pathways of support and achieve sufficiency objectives.

Manage significant service budgets, business cases and financial resources, ensuring effective financial planning, forecasting and budgetary control. Monitor expenditure and service performance to ensure resources are used efficiently and deliver value for money while supporting strategic service objectives.

Provide expert advice and assurance to senior leaders, councillors and governance boards on residential sufficiency, service performance, regulatory matters, risks and improvement activity, contributing to strategic decision-making and organisational accountability.

Knowledge / Experience / Qualifications / Skills

	Essential	Desirable
Knowledge		
Expert knowledge of legislation, statutory guidance, and regulatory frameworks relating to children's residential care, including Children's Homes Regulations, Quality Standards and Ofsted requirements.	X	
Detailed knowledge of residential sufficiency duties, placement commissioning, and the wider children's social care system.	X	
Comprehensive understanding of trauma-informed practice, safeguarding, attachment theory and relationship-based approaches within residential care settings.	X	
Strong knowledge of governance, quality assurance, performance management and risk management frameworks within children's services.	X	
Knowledge of Responsible Individual duties and accountability under Children's Homes Regulations.	X	
Knowledge of national policy developments and reform programmes affecting children's social care and residential provision.		X
Understanding of care market dynamics, provider development and commissioning strategies.		X

JOB DESCRIPTION

Knowledge of financial planning, business case development and commercial approaches within local government.		X
Experience		
Significant experience of leading the strategic development, transformation or expansion of children's residential care services.	X	
Experience of designing, commissioning and mobilising residential children's homes, including registration processes and regulatory requirements.	X	
Experience of developing service models, operating frameworks, policies, procedures and quality standards within children's services.	X	
Experience of improving service quality and performance, including leading services through regulatory inspection and achieving positive outcomes.	X	
Experience of working at a senior leadership level across complex multi-agency partnerships including health, education, commissioning and safeguarding services.	X	
Experience of managing substantial budgets, business planning and resource allocation to achieve strategic objectives.	X	
Experience of leading organisational change, service improvement and workforce development programmes.	X	
Experience of acting as a Responsible Individual or providing strategic oversight of Responsible Individuals within registered provision.		X
Experience of developing in-house residential provision within a local authority setting.		X
Experience of influencing regional or national residential care strategies or partnerships.		X
Qualifications/Registrations/Certifications		
Degree-level qualification or equivalent professional experience within a relevant field (e.g. Social Work, Children's Services, Leadership, Management or Public Service).	X	
Level 5 Diploma in Leadership and Management for Residential Childcare (or willingness and ability to achieve where permissible under regulations).	X	
Evidence of continuing professional development relevant to children's residential care, leadership and service improvement.	X	
Professional qualification in Social Work, Youth Work or a related profession.		X
Leadership or executive management qualification.		X

JOB DESCRIPTION

Skills		
Ability to provide strategic leadership and influence organisational direction across complex services and partnerships.	X	
Highly developed communication, negotiation and relationship-management skills, with the ability to influence senior stakeholders, partners and providers.	X	
Ability to analyse complex information, evaluate risks and make evidence-based strategic decisions.	X	
Strong programme and project management skills, including the ability to lead large-scale service development and transformation initiatives.	X	
Ability to provide expert professional advice, assurance and strategic recommendations and to develop and present complex reports and business cases to senior leaders, elected members and governance boards on residential care, service performance and service development matters.	X	
Strong financial management and commercial skills, including budget planning, forecasting and achieving value for money.	X	
Ability to establish and monitor performance, quality assurance and improvement frameworks across multiple services.	X	
Ability to lead, motivate and develop high-performing teams and create a culture of accountability and continuous improvement.	X	
Skills in market development and provider engagement within children's residential care.		X
Ability to identify and secure opportunities for innovation, growth and service sustainability.		X
Advanced facilitation and partnership-building skills across organisational boundaries.		X
Working Conditions		
Dimensions of the role		
Lead strategic development of Somerset's residential sufficiency programme and residential care offer.		
Manage service budget of £7.5M p.a. service development programmes and business planning activities.		
Oversee governance, quality assurance, regulatory compliance and performance improvement across residential provision.		

JOB DESCRIPTION

Build and maintain strategic partnerships across local authority services, providers and partner agencies.

Provide expert advice and assurance to senior leadership, elected members and governance boards.

Responsible for the strategic leadership and line management of residential service leaders and associated staff.

Working Arrangements

Corporate Accountabilities

- Provide clear leadership to deliver the Council's strategic priorities and meet the Council's financial targets, as a member of the Directorates Senior Leadership Team.
- Update and advise Elected Members in respect of operational and policy issues in relation to the residential services teams.
- Lead residential services teams with a clear identity in terms of flexible and responsive ways of working, inclusive and diverse culture, and high level of employee engagement and wellbeing.
- Undertake representational and communication duties on behalf of the Council to promote and protect the Council's interests in matters concerning their specialist areas.
- Function as an ambassador for the Council promoting, both internally and externally, the Council's vision, strategic aims, and values.
- Value the diversity of Somerset's communities ensuring equality of access and treatment in service delivery and employment.
- Function as a role model for Somerset's vision and values. Promotes a culture of continuous improvement that encourages creativity and innovation to ensure services are efficient and develop the potential and flexibility across the Council and its workforce including the motivation and development of employees within the residential services teams.
- Ensure that all service place a high value on customer responsiveness by demonstrating a commitment to meeting and involving the broadest range of direct and indirect service users, citizens, customer, and communities.
- Support the delivery of the Council's key strategic aims and objectives ensuring understanding and commitment from staff from across the residential services service.
- Keep abreast of specific statutory or regulatory duties contained within the role to ensure any challenges and opportunities in the delivery of services are responsive, compliant, and well communicated to customers, communities, and business as appropriate.
- Support Corporate and Directorate specific transformational change programmes with the aim of maximising efficiency, modernising services, and achieving better outcomes and opportunities for service users and customers.

JOB DESCRIPTION

- Ensure flexibility in reacting to the needs of the Council, its' customers and partners supporting a culture of continuous improvement.
- Ensure compliance with all relevant legislation, the Council's standards of conduct, organisational policy, and professional codes of conduct to uphold standards of best practise.
- Accountable for compliance with all relevant health and safety legislation and Somerset Council H&S policies.

Date of Evaluation: 16/07/2026