



Oasis
restore

A secure future for young lives

Steve Chalke- Founder & CEO

Clare Wilson- Chief Operating Officer

- Brief context
- Referrals and placements
- Core staffing
- A day at Restore
- Oversight and assurance
- Learning & next steps



What is Oasis Restore?

- A new option for children in custody, opened late August 2024
- Registered as a charitable trust, secure academy and secure children's home
- Subject to regulation requirements including Ofsted, CQC, Youth Custody Service and MSCP member
- Extensive healthcare offer provided by CNWL
- Caring for up to 46 girls and boys, aged 12-18 years
- Justice placements for those Sentenced to custody or on remand
- Delivering a therapeutic and educational community- supported by building design
- Preparing children for resettlement and transition including proactive engagement with families



Referral and placements process

- Justice placements only- remands, sentenced- straight from court and transfers- directed by the Youth Custody Service (YCS) Placements Team
- Up to 46 beds at full capacity- Girls and boys- 12-18 years old
- Acceptance for placements must take account of Ofsted regulations and guidance
- Placements Team, in collaboration with Oasis Restore SLT, considers the child's home location, risk factors, health and accommodation suitability and availability
- Refusals require contextual evidence.
- Purposeful and agreed staged ramp-up, aiming for capacity 12/18 months

22 placements to date	99% boys
60% remands	68% Black or mixed heritage
73% 16 and 17 year olds	86% London and Southeast



Core staffing

- Principal Director
- Senior Leadership- Multi-agency- Education, Registered Manager, Operations and security, Health, Safeguarding
- Residential Restore Practitioners- Back grounds in youth work, secure, residential, youth justice and probation- ratio of 2:1- ongoing recruitment
- Networkers- Effective sentence planning, resettlement and transition
- Teaching- Stage not age, blend of core and vocation
- Health- Physical, Neurodiversity, Mental health, Family
- In reach- by local partners- enrichment activities, mentoring
- Catering- Sodexo central service model
- Enhanced clearance and cross-agency pre-employment suitability checks
- Comprehensive assessment centres and 8 -week induction, plus shadowing
- Mandatory training requirements
- Level 3 Professional Development offer.



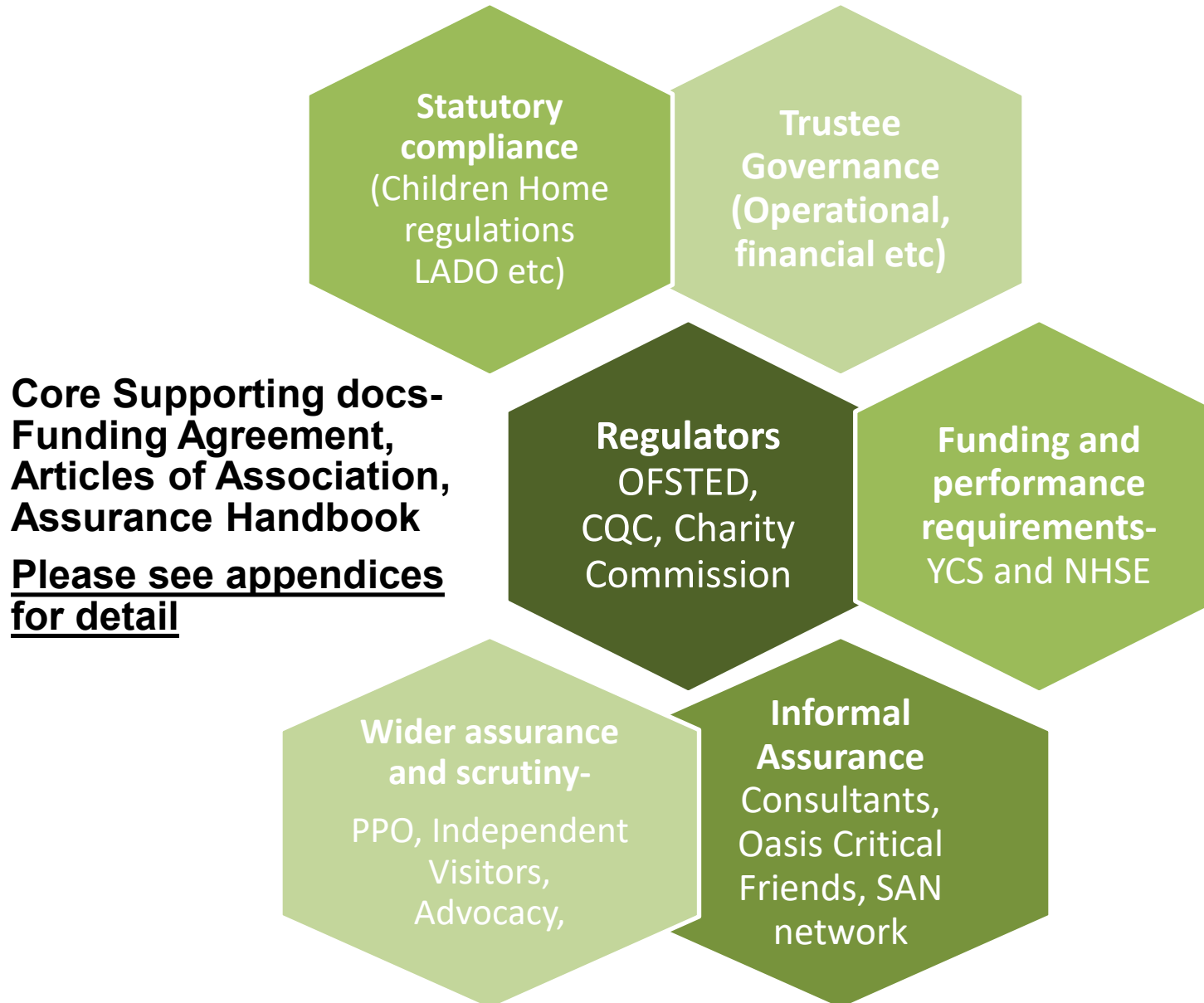
A day at Restore

- English and Mathematics
- Integrated intervention
- Vocational Pathways
- PE
- PSHCE
- Group/Individual Therapy
- Community dining
- Spending time with family
- Enrichment

0700-0830	Morning Routine, Breakfast, Stretch/Yoga/Mindfulness
0900-1035	Core English and Mathematics
1035-1050	Break
1050-1135	Vocational Theory Lesson
1140-1240	Group or individual therapy/PE/PHSCE
1240-1340	Lunch/Games
1340-1520	Practical /Vocational Lesson
1530-1700	Mini Community Meeting, Homework, Family visits
1700-1800	Dinner
1800-2000	Enrichment activities
2000-2130	Bedtime routine



Governance and assurance



Areas to celebrate

- Each child has a functioning core team.
- Children are engaging rapidly during their induction, and we have successfully integrated them with minimal adverse events.
- Family contacts have been positive. Some multiple per week.
- YOT and children services engagement has been positive and consistent.
- Health, education and residential collaboration progressing well.
- Full site *registration* by Ofsted.
- Initial Reg 44 visits have been positive as has LADO engagement.
- Ministerial, media and stakeholder engagement- supporting change!



Developmental next steps

- Achieving increased ramp-up
- Ongoing and key recruitment across the school (particularly residential)
- Review of staffing structures
- Initiation of evaluation
- Progressive learning from the wider estate- MSCP, LADO, Independent Visitors, sector mentors, guides and critical friendship networks.
- Supporting exploration of secure school two and remand alternatives.



Many thanks

Clare.Wilson@oasisrestore.org

Appendices

Reporting and Assurance

Statutory Reporting requirements

Each secure school has an obligation to report incidents, statutory reviews and outcomes data and management information to the YCS and NHS England. These obligations are set out in detail in Part 2 of the [Assurance Handbook](#) and summarised below.

Reporting requirement	Responsibility	Frequency	Timescale
Ofsted Notifications of serious event (as defined in CHR:2015 guidance)	Secure School's Registered Person	As required	Within 24 hours of the incident. NB: YCS to be copied.
Charity Commission notifications of serious incidents in the trust (as defined here)	Secure academy trust's accounting officer	As required	Within 24 hours of the incident.
Regulation 44 Reports - Independent Person Visit Report (CHR:2015 section 44)	Independent Person	Monthly	Within 5 working days of the report being shared with the secure school.
Regulation 45 Reports – Quality of Care (CHR:2015 section 45)	Registered Person	Every six months	Within 5 working days of the report being shared with the secure school.
Safeguarding Policy Review Reports	Registered Person	Every year	Within 5 working days of the report being shared with the secure school.
Section 11 Safeguarding Audit Reports	Local Safeguarding Children Partnership	Every three years	Within 5 working days of the report being shared with the secure school.
Restraint Minimisation Strategy	Registered Person	Annually	Within 20 days of the end of the contract year
Agreed performance data and management information reporting	Registered Person	Monthly	Within 5 working days following completion of the month prior.
'Reportable incidents': Children's Homes Regulations 2015 (part 5, para 40)	Youth Custody Service (Relationship Manager)	As required	Within 24 hours of incident if assessed as serious

Governance and Assurance: Oasis Restore Trustee - Formal

Meeting/Relationship	Remit	Frequency
Quarterly Board Meetings and Sub Committees	Accountability for delivering against Statutory standards, outcomes and obligations as laid out in Funding agreement. Review of pan-organisational risk, quality of practice, policy and compliance	Quarterly
Interim Update with Board	Foci on lived experience of staff and children with operational updates to outcomes and risk	Every two months
Group Audit and Risk Committee and reporting to Board	Each Oasis subsidiary hold Exec to account on finance, audit (including Safeguarding) and strategic, trustee and operational risk register	Quarterly
External Auditor	Audit compliance against Secure Academy Trust Finance Handbook	Annually

Governance and Assurance: Oasis Restore SLT - Informal

Roles/Meetings	Remit	Frequency	Escalation
Role of RM and Head of SG	Daily oversight of SG risks, reporting, escalations and learning in conjunction with	Daily	PD, Exec, Board
DSL Function	Responsibility within school and homes at middle management level		To Head of SG and RM
SLT Meetings		Weekly	
Staffing Matters	Staffing risks, foci on safer recruitment checks	Weekly	Exec, and OR Board
Integrated Safeguarding, Safety and Security working Group	Working group to look at sat	Monthly	SLT and Exec
Integrated QA system	Integrated oversight of all SG data and	On going	SLT
LADO Clinic Model and LADO visits	Terms of Reference being drawn up and LADO visit in meantime (Lucy Gregg)	Monthly	Medway and SLT

YCS & NHS Scrutiny and Oversight – Formal

Meeting/relationship	Remit	Frequency	YCS Escalation
Data Reporting, Integrity and Performance	Data and performance related concerns, successes & risks between Oasis Restore and partners (YCS, NHS England)	Monthly	Yes, to the OR Board and for YCS and NHSE Partnership group
Oasis Restore Partnership Group (ORPG)	<p>This is non statutory meeting held in partnership between YCS, NHSE and OR providers, it is hosted by secure school providers. It is to review and assess performance, Identify good practice and obstacles, review lessons learned from serious incidents. Review school improvement/action/development plans. Placements progress, blockers, risks.</p> <p>This is not to duplicate the work or governance of the OR Board who govern the school.</p>	8 weekly	Yes, to OR Board and, for YCS and NHSE FWRPC by exception
Finance, Workforce Performance Risk Committee (FWPRC)	YCS wide business. An internal government reporting mechanism.	Monthly	
Advocacy	Ensuring children’s rights are respected and their views are heard.	Child led	Yes, to OR Board and for YCS and NHSE to partnership group

YCS & NHS Scrutiny and Oversight – Informal

Meeting/Relationship	Remit	Frequency	Escalation
YCS Relationship Manager/Oasis Restore Chief Operating Officer	Operational delivery, risks, issues, engagement with wider YCS.	Weekly	Yes, to the Partnership group if required
YCS operational support visits to Oasis Restore	Observe Oasis Restore in an operational capacity, provide support and advice to Registered Manager and SLT.	Every 2 weeks	To weekly RM/COO meetings and Partnership group if required
YCS Relationship Manager/NHS England	Operational concerns, good practice, lessons learned, engagement with wider YCS.	Weekly	To weekly RM/COO meetings and Partnership group if required
NHS England Quality & Contract review meetings	YCS attendance at health contract review meetings	Monthly	To Partnership group if required
NHS Safeguarding Scrutiny	CNWL focus but looking to include		

*Governance and Assurance: Oasis Restore Trustee and SLT mechanisms - Informal

Meeting/Relationship	Remit	Frequency	Escalation
Registered Manager consultant	Direct support to RM in establishing OR systems; undertaking deep dives and reviews and providing training as required		Yes to COO as accountable
Strategic Development consultant	Building and maintain relationships with wider stakeholders, YOTS, Estates, regulators, YCS, Las etc- review efficacy of delivery as required	Day per week	Yes to COO as accountable

Wider Referrals

Charity Commission

As a charity, secure academy trusts are registered with the Charity Commission. They are classified as “exempt” charities which means the “Principal Regulator” of secure academy trusts is the Ministry of Justice, rather than the Charity Commission.

As Principal Regulator, the MOJ has a duty to ensure and promote compliance with charity law among secure academy trusts. Most of this duty is routinely discharged through the governance arrangements surrounding a secure school.

Where there are concerns about a secure academy trust’s compliance with charity law, or there are serious incidents in the trust that call into question the integrity of its finances and/or governance, the MOJ should refer these concerns to the Charity Commission.

Prisons and Probation Ombudsman (PPO)

The PPO have a duty to investigate fatal incidents in secure schools, under Section 40 of the CHR 2015.

The Secretary of State, and secure academy trusts, must ensure that the Ombudsman has unfettered access to all relevant material, held both in hard copy and electronically, that is required for the purpose of the PPO’s investigations.

Secure academy trusts must allow the Ombudsman and their staff to have access to their premises for the purpose of conducting interviews, for examining source materials and for pursuing other relevant enquiries in connection with their investigations. The Ombudsman will normally arrange such visits in advance.

The Ombudsman and their staff have the right to interview all employees and other individuals as required for the purposes of an investigation and secure academy trusts must grant unfettered access to all such individuals. This includes the staff of contractors and sub-contractors.