



RESTORE

Are you a dynamic and transformational leader looking for a unique role?



Welcome

I'm glad to take this opportunity to introduce you to Oasis and specifically to Oasis Restore – the country's first Secure School. I founded Oasis over 35 years ago, and since then we've grown to become one of the largest charities in the UK.

Oasis is a wonderful team of highly talented and deeply committed people working together to provide housing, education, healthcare, youth and family support, as well as countless other community building initiatives around the country.

Day after day this work brings me face-to-face with a stark reality. Our national systems – of welfare, health, education, housing etc. – are failing the most vulnerable young people who, as a result, all too frequently find themselves caught in a persistent loop of exclusion that defines their future and inhibits their life chances.

That's why I'm passionate about Oasis Restore, and equally about working in partnership with the government, NHS England and Improvement and a range of other partners across the charitable and public sector to bring about much needed radical change. With a vision focused on restoration rather than retribution and creating a safe environment with a holistic approach to education, care and health, this unique project is at the very forefront of a long-awaited revolution in youth justice.

The secure school places therapeutic, integrated and bespoke support for children, along with pathways for successful transition, at the very heart of the youth secure estate for the first time. By doing so, we will enable young people to make different choices and lead positive, productive lives.

We recently launched our recruitment campaign for the Principal Director of the Oasis Restore, and are just as excited to

be seeking a second exceptional leader to join us as our Director of Care and Well-Being; someone who will bring their values, character, expertise, networks and drive to lead our therapeutic model of care, to enable us to realise our vision.

Your role will be pivotal to the success of the secure school as you develop our Framework of Care into a fully operational, integrated model that embeds trauma-informed practice and allows us to meet our children's individual and holistic needs. You will have the opportunity to lead and develop an incredible team of colleagues, working alongside the Principal Director and Director of Learning and Enrichment. And, in addition, you will be able to draw on Oasis' partnership with NHS England as well as the decades of experience we have built in education, supported housing and youth work around the country.

Within this brochure you'll find more about Oasis, our vision for Oasis Restore and, most importantly, about the role of Director of Care and Well-Being.

I hope that, like me, you will be inspired by the opportunities and challenges that the secure school offers – especially at such an unprecedented time for us as a society – and be keen to join us as we are to share with you our vision.

We look forward to receiving your application.

Kind regards,

Steve Chalke
Oasis Founder and Leader





RESTORE

Overview

Oasis Charitable Trust (OCT/Oasis) is seeking to recruit a dynamic and transformational leader as the Director of Care and Well-Being for Oasis Restore – the country’s first secure school. This is a career defining opportunity to lead the development and delivery of our bespoke and integrated model of care for young people in custody.

We are looking for an organisational leader with the ability to lead strategy and people to achieve a shared vision. You will be values-led and have experience of implementing organisation-wide strategies to address the effects of childhood trauma as well as proven experience of managing provision with high risk and complexity.

The Director of Care and Well-Being will be a champion of high-quality best practice, committed to drawing the best out of your teams and children in your care.

This role is a unique opportunity to use your experience of systems leadership and design to operationalise a model of care from scratch. This means you will be at the forefront of innovation and a ‘proof of concept’ within the custody sector, the role will require someone with confidence and resilience to develop practice whilst receiving a high level of attention balanced with the exciting opportunity to influence wider system change.

We are looking for an organisational leader with the ability to lead strategy and people to achieve a shared vision.



Who is Oasis

Oasis is a ground-breaking group of charities that have been pioneering models of sustainable and holistic education, supported and affordable housing and community development over the last 35 years. The Oasis vision is for community – a place where everyone is included, making a contribution and is supported to thrive/ reaching their God-given potential.

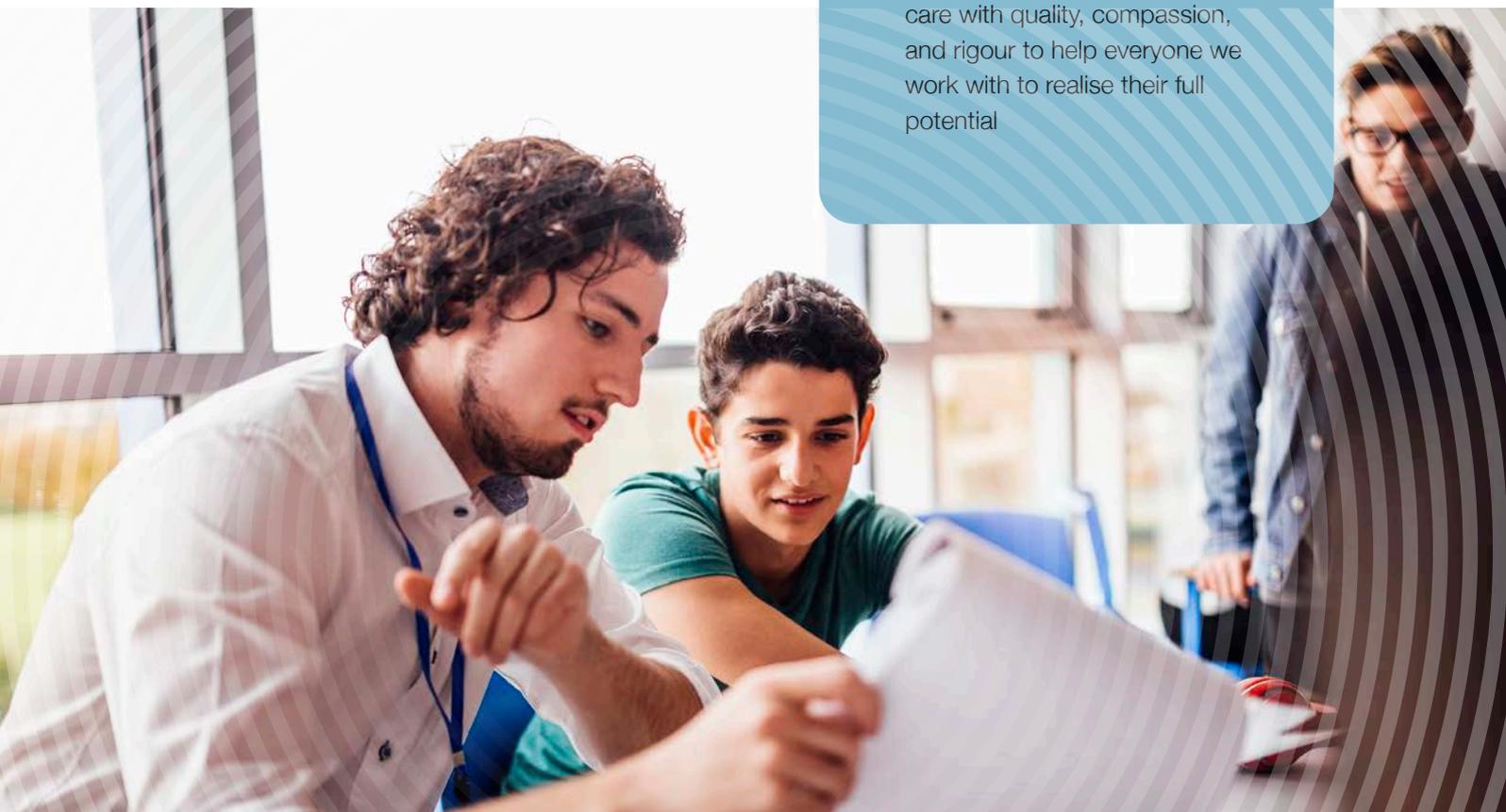
Oasis is about people, their aspirations, their opportunities, their education, their employment and their communities – in other words, their wellbeing. We believe that things can change. Where systems leave communities disadvantaged we're bold about pioneering alternatives and trying new things. We're not satisfied with the status quo where it keeps people trapped in poverty, or constantly at risk of exclusion.

Working alongside some of the most vulnerable communities our purpose is to develop Oasis 'Hubs', which provide wide ranging and integrated services, designed to meet the breadth of human need. We seek to work in an integrated and holistic way, providing a range of mutually supporting services. We do this because we have learnt that separate, non-integrated "solutions" often fail to achieve lasting change.

High quality, trauma-informed care and an aspirational education offer are some of the critical elements of our multi-disciplinary work that serves over 60,000 children, young adults and their families.

Together, Oasis staff and volunteers aspire to:

- **Understand** individuals' stories and contexts to help them grow and develop
- **Create** safe, stimulating home and learning environments
- **Believe** that change is possible, no matter the starting point
- **Provide** bespoke learning and care with quality, compassion, and rigour to help everyone we work with to realise their full potential





The Oasis Ethos

Oasis is driven by the passionate belief that each human being is uniquely valuable and of equal importance. We all have something to bring, and we all need each other. We call the 'O' in Oasis our 'Circle of Inclusion'. Everyone matters. Everyone belongs. And because we're committed to inclusion, we're committed to ending inequality, injustice, and exclusion wherever and however we can.

Our staff not only share in our vision but are also champions of our ethos and the Oasis 9 Habits. Our ethos is made up of:

- A **passion** to include everyone
- A **desire** to treat everyone equally, respecting differences
- A **commitment** to healthy and open relationships
- A deep sense of **hope** that things can change and be transformed
- A sense of **perseverance** to keep going for the long haul

Our 9 Habits are the behaviours through which we aim to reflect our ethos:

Compassionate

Joyful

Considerate

Patient

Honest

Forgiving

Humble

Hopeful

Self-controlled



Background

The Ministry of Justice (MoJ) has appointed Oasis Charitable Trust (Oasis) to deliver the country's first secure school – to be known as Oasis Restore; an innovative, new model of care for young people in the youth custody estate, where the aim is to improve outcomes for children by truly rehabilitating them.

This policy vision for a new system of care and rehabilitation, put forward by the Ministry of Justice, focuses on creating provision that places education, care and health at its core so that children who have offended can move on to lead positive and productive lives.

The secure school is the proposed model to achieve this new provision.

The model will enable new organisations to be established – Secure Academy Trusts – to run and manage secure schools for young people that provide a therapeutic environment in a secure setting. These new Trusts will develop provision that is child-focused, integrated and innovative and is designed around a joint outcomes framework, offering individualised care for children that establishes strong links with the community.

The MoJ has recently published its commitment to pass legislation to enable this significant policy change and to allow such organisations to exist. We are planning for the secure school to be dual registered as an 16-19 Academy and Secure Children's Home and for it to be inspected as such.

Oasis Restore is the first of its kind and is the proof of concept for this new approach in youth custody.

Oasis Restore will open in Rochester after the HMPPS site has undergone extensive works – managed by Ministry of Justice – to create a physical environment that fulfils the secure school vision.

The school is planned to open in late 2022 and will care for 50 students aged 12 to 17 years.

Oasis

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Our Vision

Oasis Restore will offer a reparative opportunity to children and young people, who have become criminally involved, often because of neglect, trauma, and loss.

We recognise that our students will have been placed into Oasis Restore with restrictions to their freedom, for their own and society's safety.

As with all Oasis Hubs, our vision for Oasis Restore is focused on restoration, rather than retribution, on creating a safe environment with a holistic approach to life; a place of care where every child is given opportunity and is shown robust love and consistent boundaries. All involved – staff as well as students – are learners and will be encouraged to take responsibility for leading their ongoing personal transformation.

Our practice will be psychologically informed through building trusting relationships with and between our young people and adults. We will be practical, effective and creative in order to celebrate individuality and we will do this in the context of treasuring the community. As we embrace this approach, we will seek to address some of the consequences of trauma and loss in our young student's lives.

Our mission, therefore, is to not just deliver an innovative education offer but also to develop a healthy sense of identity, a sense of purpose that improves our students' social cognition, emotional intelligence and to support them as they journey onwards.

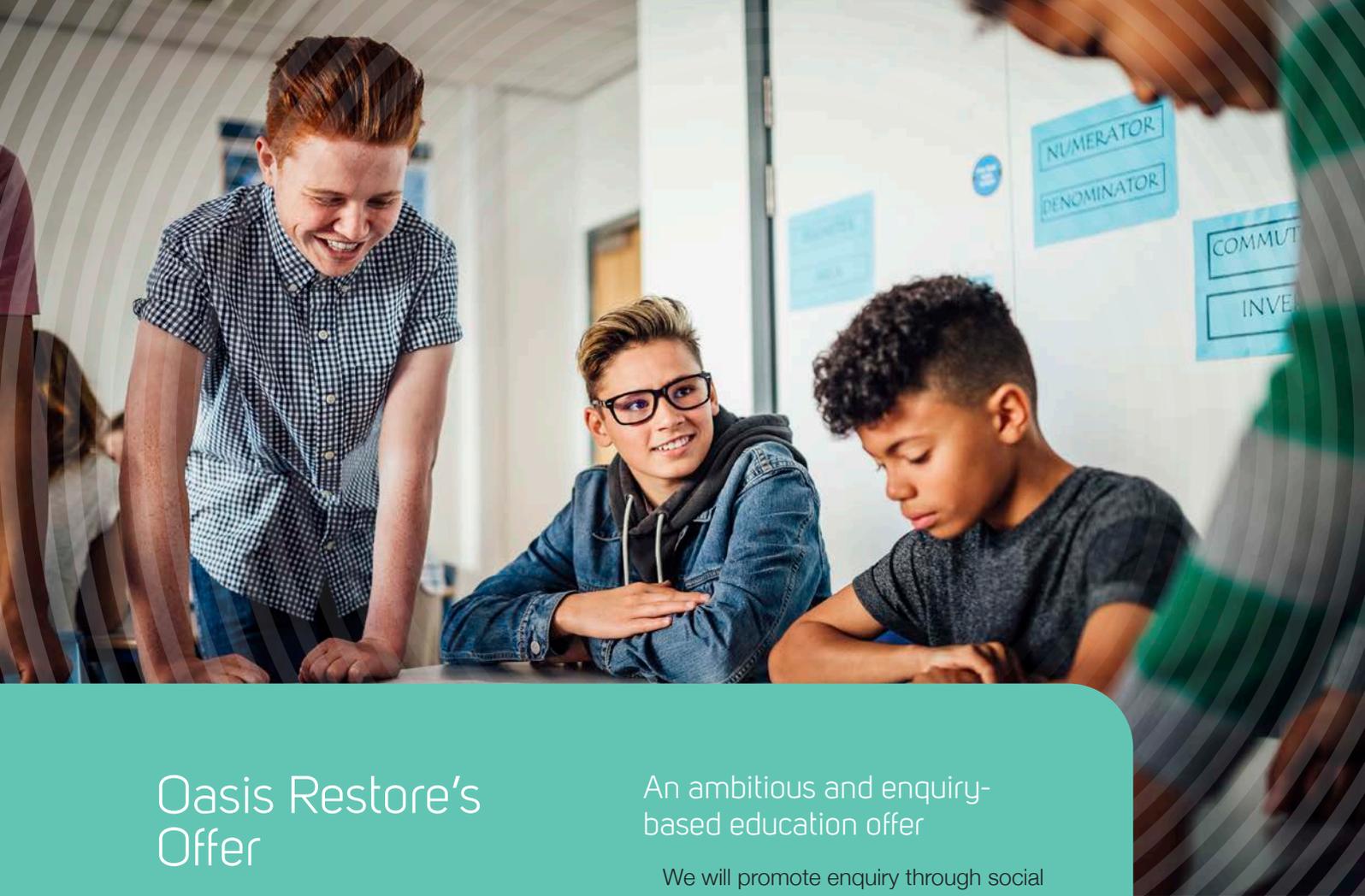
We recognise that the majority of our students will not have enjoyed the traditional classroom setting and may have a fear of education delivery that feels institutional. We know the young people we serve will exhibit behaviours characterised as dysregulated, challenging, and complex. However, we also know that none of our students come from zero; that all have inherent strengths and interests.

Our goal is to tap into their curiosity and talents to develop skills for life and learning whilst providing them with training or qualifications in areas in which they have interest. We want to focus on what is strong, not what has gone wrong. To this end, we will use enquiry and curiosity – in both structured and unstructured sessions – together with the creative arts, media, sport, and the outdoors to support our philosophy of learning.

Most importantly, from the very first day of their stay at Oasis Restore, we will work with each of our students not only to focus on their time with us but to prepare them for transition back into the community or into the wider custodial estate.

We will support them, not simply with the goal of not reoffending, but crucially, to enable them to achieve long-term wellbeing. We want our students to thrive and maintain a positive contribution to their community as well as to wider society throughout their lifetime.





Oasis Restore's Offer

A holistic, integrated, safe environment

We will develop a sense of community, a place of safety where every child is given the opportunity to make a contribution, reach their potential, build on their individual strengths and develop life and social skills that support their transition from the school.

A therapeutic model of care with a growth mind-set

We will develop psychologically informed practice across all our systems and processes. All our staff and volunteers will be committed to the belief that change is possible and to building our students' resilience, health, literacy, numeracy as well as emotional and social intelligence.

An ambitious and enquiry-based education offer

We will promote enquiry through social pedagogy and learning that is practical, multi-sensory, person-centred, and aspirational. We will offer a balanced and differentiated vocational and enrichment curriculum that equips students with a sense of purpose and the necessary work-life skills and qualifications for pro social functioning. We will develop technical skills and competencies that will be accredited.

Pathways for transition into community from day one

We will work with the students from their first day with us to prepare for their transition pathway in order that they are equipped to make a positive contribution and are hopeful about their continued progress.

We believe we will have succeeded when our students have enhanced self-awareness and self-control, a greater sense of responsibility and resilience, as well as aspiration for their future. If they leave our care more hopeful, then we have made progress.



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The Cohort

Oasis Restore will be serving some of the most vulnerable children (aged 12-17 years) in the UK with complex needs and challenges who present with high risk and high harm behaviours. We recognise that a number of complex and inter-related factors are associated with these behaviours.

For many of our students, many of their behavior and experiences have been exacerbated by the lack of a sense of belonging and opportunities, the reality of poverty and, above all, a sense of personal hopelessness. These are the conditions created for these young people's journeys which regularly involve high levels of trauma, vulnerability and threat. Emotional and behavioural dysregulation, neurodevelopmental challenges and a skewed understanding of themselves and others, are common amongst young people within the criminal justice system.

There is also significant disproportionality in the number of Black, Asian and Minority Ethnic children, specifically boys, in the youth justice system compared to the general population. Meeting the needs of these young men and women whilst addressing the reality of BAME overrepresentation in the system will be at the forefront of our work.

Whilst we recognise that young people have to embrace the consequences of their criminal behaviour, and that their sentencing is the court's punishment, our job is to listen and understand the stories behind the behaviours. In turn, this will help us to formulate integrated care plans that meet students' individual needs, challenge negative habitual behaviours and reduce the risk of future harm.

We recognise the challenges ahead of us and will need leaders who are both grounded in the reality of the obstacles we are likely to face, whilst being relentlessly aspirational about the possibilities for achieving excellence.





Oasis Restore's Framework of Care

In order to realise our vision and build an ethos-first culture with such a complex cohort of young people, we will develop a bespoke approach to our practice based on our context; one that is psychologically informed and supported, and one which integrates established and developing theories in relation to attachment, trauma and human development.

Oasis Restore's leaders will be expected to develop and operationalise a secure school model that is based on the Oasis Restore Framework of Care. Our framework is underpinned by the Oasis ethos and our organisational behaviours, the Oasis 9 habits. It details the secure school's operational principles and is drawn from psychologically informed practice used to care for children with complex needs across sectors.

We are committed to...

- R**elationships through building trust
- E**mpowerment through providing choices and nurturing responsibility
- S**afety through providing consistency and a secure base
- T**rauma-Informed practice through creating a psychologically informed environment and culture
- O**wnership through providing life affirming opportunities
- R**esilience through offering support and challenge
- E**nquiry through encouraging openness and reflection

In using these principles throughout policy, practice, and process in the school, we will ensure that we create an environment of high-quality care and psychological safety for our students, staff.

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The Role

Oasis Charitable Trust is seeking someone with credible leadership experience of care management in health, education or residential setting that delivers multi-disciplinary services for highly vulnerable children with complex needs.

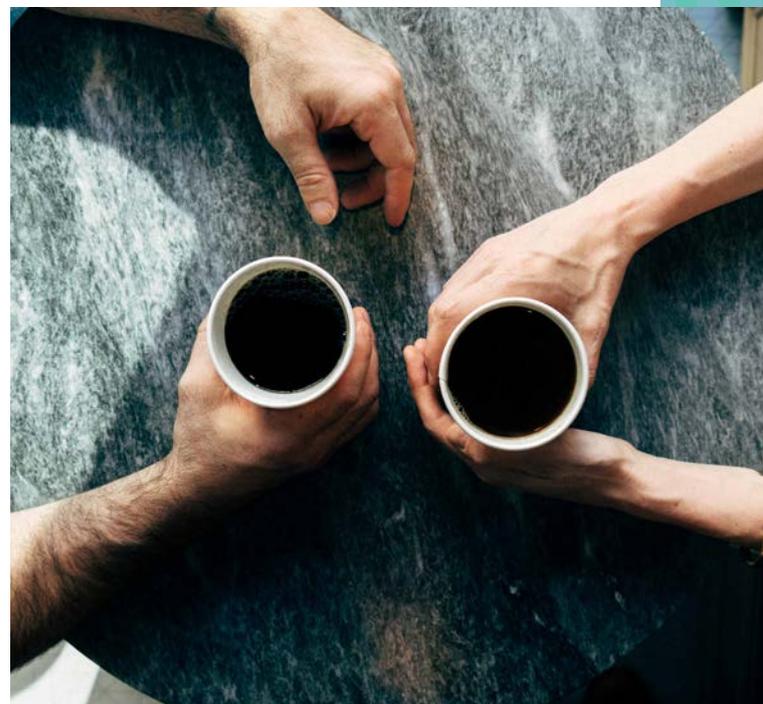
The role requires you to undertake responsibility for the development and implementation of Oasis Restore's framework of care to create a therapeutic milieu that support students' emotional, social, psychological, and physical wellbeing. Your leadership of this work will include the management of outstanding care practice, ensuring the highest quality and standards for staff and students that is fully compliant with statutory legislation as set out within the Care Standards Act (2020), the Children's Home regulations and guidance (2015) and Quality Standards.

You will work with the Principal Director, Director of Learning and Enrichment and the NHS England commissioned healthcare provider - to create a safe, nurturing home and learning environment. You will enable opportunities and experiences for young people that will improve their social and emotional functioning, affirm their positive identity and purpose and improve their health literacy.

We are looking for someone who has a minimum of three years' experience of managing organisation-wide strategies to address the effects of childhood trauma or adversity. You will be someone who has worked at senior managerial level, be that as a regional Registered Manager, Nurse Manager, Operational Manager or Head of Service. We are seeking an individual that may have worked in trusts specialising in mental health or in a social, emotional, mental health residential school, children's homes, residential school for children with autistic spectrum conditions, youth custody setting or children's services in the NHS.

You will be an individual who is wholly committed to improving the well-being, life outcomes and reduction of high-risk behaviours in vulnerable young people. You will have an adaptive leadership style and inspire your team to deliver their best. You will be ego-aware and

a reflective practitioner who leads from your own life's experiences and learning; you will own the impact of your leadership story and role model psychologically informed values and competencies.



Working closely with the national staff of Oasis Charitable Trust - and with support from those with relevant expertise in trauma informed practice, healthcare and education - you will draw upon your strong leadership experience to recruit, train and develop an outstanding care team. Your role will be to provide direction and professional guidance whilst harnessing your team's competencies and skills so they are equipped and resourced to achieve their best. You will be responsible for leading an inclusive team that promotes the Oasis ethos and a culture of trust with inter-dependent practice that delivers outstanding, values-led care.

You will work with NHS England & Improvement - co-commissioners to the secure school - to design a bespoke healthcare structure. You will manage an effective partnership with school's healthcare provider to ensure their services meets children's needs, is integrated with the school's model of care, operating as a unified, whole system.

The opportunity to shape a psychologically informed model of care will be uniquely rewarding. It will also be demanding. It will require acute self-awareness, resilience and the ability to manage others' anxiety without judgement. You will lead with authenticity and integrity and use a person-centred approach to develop systems, assessments and interventions that meet children's individual needs. You will build a resilient workforce with supportive, safe spaces for staff to be fully human; to express their hopes and success as well as stress, disappointment or struggles.

This type of provision is new to the youth custody sector, and we know that whilst there is promising, outstanding and evidence-based practice, there is still much to learn about the trauma-informed care of young people. No one has unanimously defined 'what works'. Therefore, you will need to have determination, resilience and commitment, balanced with humility and the ability to learn from mistakes as well as opportunities. You will be willing to use your networks to build partnerships with peers that enable you to expand your existing expertise whilst learning from best practice from other specialist providers to children with complex needs in order to shape new policy.

We know that this will be a challenging, and, in return, we will support you through a programme of personal development which includes supervision and ongoing professional training. We will make a commitment to your well-being so that you can sustain your leadership of the staff and young people under your care.

Oasis is excited and privileged to be leading this new provision and we are looking for leaders who want to come on the journey with us as we build on our vision to create new possibilities for youth custody as well as work with some of the country's most vulnerable young people.



Scope and Authority

This post is part of the school's Executive Leadership team which is designed to develop and deliver integrated care and learning. The proposed leadership structure consists of nine roles including the Executive Leadership team of three – the Directors of Learning and Enrichment; of Care and Well-Being; and of People and Services – under the leadership of the Principal Director.

To strengthen the delivery of an inter-disciplinary model of care, where feasible, will involve the newly appointed Principal Director in final interviews for the other Executive Leadership team posts and we have designed a staggered recruitment timeline to accommodate this.

Oasis Restore's draft operating structures were developed during the bid phase of the project and the project's timelines are determined by the Ministry of Justice. Therefore, the school's operational design may need to be developed further to meet with the timeline's requirements, consequently draft staffing structures will exist at the point of leadership taking up their designate positions.

Over the years, our experience of building organisations from scratch has taught us that:

- a) **Co-production** is a key principle for a creating outstanding outcomes and operational design, involving everyone from students to leaders.
- b) **Ownership** of the creative process for organisational design needs to be driven by leaders who will be held accountable for its success.
- c) **Flexibility** and openness to change is needed, on all sides, to work through a preopening phase of new provision.

Our commitment is to work with the successful candidate to embed these principles from as early as possible. Therefore, we will seek to involve leaders in pivotal decisions if pre-opening processes require them to be made before the commencement of roles.

The Director of Care and Well-Being will lead Oasis Restore's therapeutic model of care in a dual registered secure children's home and academy that looks after 50 students in an integrated residential education setting. In addition to school and sports buildings, the single site has three residential houses in separate buildings, each comprised of smaller 'homes' with student bedrooms.

The Director of Care and Well-Being will be supported by Deputies, who will effectively act as your head of services, supported by their staff teams. You will manage your Deputy – the Residential Care Manager - and three Heads of Houses who will manage their residential staff teams to deliver quality care to each student. You will also manage the Deputy Head of Transition who will oversee the school's case workers and development of bespoke pathways for students' transition into the community, or possibly, the wider custodial estate. In addition, you will oversee the school's relationship with and delivery of healthcare by a provider procured by NHS England.

You will work with Oasis and NHS England to set the requirements and procure healthcare provision that focuses on the specialist care of children. You will work with the winning provider's senior staff to ensure the delivery of physical and mental health care and interventions is fully immersed and integrated with Oasis Restore's culture and model of care.

All staff on site - teachers, clinicians, residential support workers, catering and administrative roles, as well as leadership - will be responsible for ensuring the highest standards of care are in place for our students through every interaction and communication.

This post is part of the school's Executive Leadership team which is designed to develop and deliver integrated care and learning.



Governance and Accountability

Oasis Charitable Trust Board of Trustees are responsible for the current stage of the secure school project.

A new legal vehicle for the secure school will be developed according to the MoJ managed project timeline, and after legislation is passed. At this juncture, a Board of Trustees will be appointed by Oasis. We anticipate the legal vehicle will be a Secure Academy Trust.

The Principal Director will be wholly responsible for the outcomes and progress of the school and the Executive Leadership team will be accountable to the Oasis Restore Board of Trustees. The Ministry of Justice will hold Oasis to account for the school's overall performance and outcomes.

As outlined in the Secure schools: How to Apply Guide, the regulator will ensure inspections are conducted in accordance with the relevant registered authority's frameworks. We expect that the secure school will be jointly inspected by Ofsted and the Care Quality Commission, covering education, care and health, using both the Social Care Common Inspection Framework and the Education Inspection Framework. The MoJ's current ambition is that the frequency of inspections will mirror that used in both children's homes and academies.

Key responsibilities

From our experience of building new organisations from scratch – and of developing schools – we have learnt that we need to be agile and respond to learning and the development of our structures. We welcome and expect on-going dialogue with the successful candidate to refine and develop the detail of these responsibilities to ensure they reflect the needs and demands of the post. Therefore, the following is not exhaustive.

Championing Oasis Ethos

- To be personally aligned with the Oasis ethos and 9 Habits
- To actively participate in and support the vision of Oasis Charitable Trust

People Leadership

- To build, lead and empower a care team that will realise their potential and multi-disciplinary expertise
- To provide strong, inclusive leadership to your team that promotes a culture of curiosity, open and participatory practice and continuous improvement
- To champion communication and collaboration with children, families, and communities that supports trusting relationships
- To develop and foster positive working partnerships and effective communication with Local Authority social care teams, volunteers, advocates and all relevant professionals and other external agencies that support transition
- To ensure reflective practice and effective supervision is embedded across the school for all staff
- To role model and lead the highest standards of care excellence and champion a formulation approach to assessing a child's needs

Monitor, Evaluate and Improve Standards

- To lead with a clear vision and create purpose and objectives
- To be responsible for holistic care outcomes of Oasis Restore's students
- To be responsible for the delivery of highly effective integrated care plans, safeguarding and transition pathways for all students in Oasis Restore
- To develop whole school improvement strategies that ensure the highest calibre of care that creates a safe, nurturing, and positive environment with outstanding practice
- Lead the development and implementation of integrated assessment systems between care, health and transition teams, ensuring collaboration between teams that is centred on a formulation approach to understanding children's needs
- To work as part of the Executive Leadership team to successfully lead statutory inspections and external reviews
- To work as part of the Executive Leadership team to develop and ensure effective leadership and management, monitoring and quality assurance systems are in place so that the school meets at least 'Good' as defined in Ofsted's Social Care Common Inspection Framework for Secure Children's Homes

- To define organisational structures with clear lines of responsibility for outstanding safeguarding and child protection practice including whole school approaches that support effective and appropriate, caring relationships with students
- To successfully recruit a Registered Manager (RM) in compliance with Ofsted registration standards and ensure the RM maintains their responsibilities as laid out in the Children's Home Regulations and Quality Standards
- To lead the development of all relevant policies, procedures and good practice arrangements to meet Ofsted Quality Standards and Health Care Standards for Children and Young People in Secure Accommodation (2019)

Systems Leadership and Design

- To lead the development of training programmes for colleagues at all levels (administration, management, operational, and support) on the core elements of trauma-informed practice
- To work as part of the Executive Leadership team and your staff team to operationalise Oasis Restore's framework of care across all functions of the school and developing concepts outlined in Oasis Restore's original bid

- This includes systems of care across education and enrichment as well as social and health care throughout directed and undirected time
- To ensure the school's physical environment supports staff and children's health and safety and is customised to meet each student's strengths, capabilities and interests
- To work with the Executive Leadership and relevant staff teams to implement a multi-disciplinary trauma-informed induction and assessment processes that minimises risk, is efficient, child-friendly and uses a formulation approach for each young person to guide further assessment, and prioritise intervention needs
- To work collaboratively with the Executive Leadership team to design systems for students' integrated care plans (known as the Restore Student Passport) and structures that ensure all students' plans are effectively monitored and that they positively inform their EHCPs and IEP/ISPs
- To champion effective use of formulation – understanding children's stories and histories to determine their exposure to trauma, childhood adversity and risk - to identify protective factors that will inform whole school excellent care practice

Risk Management

- Lead the design of admissions and transitions risk assessments to ensure that peer compatibility and optimal conditions for children's progress

Healthcare management

- To manage the relationship between Oasis Restore and the healthcare provider so that an effective partnership and collaborative working practices are embedded from day one
- To co-design and implement a healthcare provision in line with the school's Framework of Care and Healthcare Standards for Children and Young People in Secure Settings (2019)
- To support the NHSE procurement of a child-focused healthcare provider with specialism in mental health services
- To ensure the whole school model of care facilitates and supports integrated delivery of healthcare across all key functions of the school. This will include working with the provider and Director of Learning and Enrichment to ensure health literacy and prevention, including the role of physical exercise and nutrition, is embedded in the school's curriculum, daily routine and is owned by all school staff

- To develop bespoke staff training in conjunction with healthcare provider to ensure staff are equipped to deliver an integrated healthcare model
- To develop and lead strategies and systems that enables a whole school approach to improving the health, social and emotional wellbeing of all students and staff
- To monitor and review sub-contracted services and support and challenge to ensure improvements are made to Service Level Agreements or contracts.

Competencies and Skills

Oasis has developed bespoke leadership principles and competencies which will be used during the assessment process. The key competencies and skills for this role are:

Values and Culture

- Ability and commitment to be a champion of the Oasis ethos which seeks to create inclusion and equality for all through open and honest relationships, perseverance, and the intrinsic belief that positive change is possible, no matter an individual's story
- Ability to motivate and lead staff, reflecting the ethos of the organisation to be trauma informed with the skill to build and model trusting, open and honest relationships working collaboratively with colleagues to deliver excellent care
- An intrinsic understanding that childhood trauma and adversity is a significant, complex, and often preventable public health problem.

Self-Leadership

- Able to accurately perceive, assess and express emotions, and model non-violent ways of communicating in order to maintain a safe environment for self and others
- An interpersonal style that is direct, willing to change as a result of interactions, reflective, engaging, honest, trustworthy, culturally competent and eliminates the use of labels
- Has resilience and a capacity to respond calmly to high levels of risk and anxiety in a pressurised environment and deal effectively with other's stress, anxiety and the unanticipated
- Ability to demonstrate integrity and justice throughout all aspects of their leadership.
- Inherently treats people equally and respectfully, regardless of their background, gender, experience and worldview.

Leadership of others

- Ability to clearly communicate strategy and system design that supports delivery of a compelling vision, articulating direction and expectations with clarity and purpose
- Ability to work collaboratively with key decision makers, promoting partnership working within and between teams and demonstrating the ability to seek out and harness the views and contributions of others

- Ability to ensure that all team members are positioned, equipped, and resourced to play their part and contribute their character and expertise to achieve vision and mission
- Understands the importance of cohesion, diversity, and inclusion for a team to be effective and transformative
- Understands external context at national and local level and can translate this context to enable teams to see their contribution.

Strategy

- The ability to manage a child-first service to ensure it remains fit for purpose in a regulated framework and a challenging environment, understanding and developing strategic concepts and translating them into person-centred operational design
- Ability to think laterally and improve system design to achieve an organisational vision
- Encourages teams to consider innovative approaches to deliver improvement strategies that progresses outcomes for young people
- Is committed to embedding strategy through working relationally and is skilled at matrix management
- Champions measurable achievement of outcomes and makes best use of diverse talent, capabilities and technologies to achieve optimum results and monitor performance to bring about improvement.

Evaluation for improvement

- Ability to interpret complex quantitative and qualitative data and uses this analysis to inform strategy and to support and challenge
- Ability to pursue challenging, rigorous questions and probe explanation to inform improvement strategies and seeks others' views to test own thinking
- Encourages rigour and provides critical challenge to achieve outcomes, presenting data and analysis in a logical and defensible way alongside robust risk and impact management
- Ability to balance risk and opportunity together with the disposition to enjoy a fast-paced, pressurised environment.

Advocate for Young People

- Is a positive champion and public voice for vulnerable young people
- Intuitively engages children in supported decision-making allowing students to have a voice, choice and express wishes and feelings
- Pursues ways to ensure children's culture and diversity is celebrated, and needs are met
- Recognises that persons of significant influence in young people's lives are partners in the process of recovery from trauma and factors this in when designing systems and processes
- Upholds and adheres to UN Convention of the Rights for the Child which include non-discrimination, adherence to the best interests of the child, the right to life, survival, and development, and the right to participate.

Essential Experience

- Demonstrable experience and knowledge of leading and transforming services for multi-disciplinary care of children and young people
- Proven experience of operationalising psychologically informed principles and practice across organisation-wide systems and policies
- Proven experience and achievement in managing a multi-disciplinary team including senior managers and/or clinicians
- Demonstrable experience and proven success as a senior Operational Manager and/or Registered Manager or Head of Service (clinical or non-clinical) working with high risk, highly vulnerable children with complex needs

And/or

- Established leadership and care management experience in a children and young people's health or social care, children's home and/or residential education setting

- Proven track record of designing and implementing trauma informed operating systems, policy, and practice to improve the outcomes and progress of young people
- Track record of delivering good and outstanding provision to achieve an organisational vision and meet the bespoke complex needs of young people within accountability and other regulatory frameworks for health and social care services
- Working knowledge of Ofsted's Children's Home 9 Quality Standards and the Care Standards Act (2020)
- Experience of implementing Safeguarding legislation and procedures using a person-centered approach, preferably in a designated lead role
- Experience of budget management with an emphasis on ensuring value for money
- Proven experience of developing highly effective staff teams with high levels of trust, transparency and accountability
- Evidence of relevant continuous professional development and qualifications in education, social and/or health care for young people
- Where possible, Level 5 Management and Leadership for Residential Childcare or equivalent
- Experience of successful inter-agency partnership working
- Where possible, understanding of the criminal justice setting and pathways of care for young people from custody into the community or wider estate.

How to Apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Oasis Restore on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/candidate-opportunities using code GALAQB.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form. In your cover letter, please address the following questions:

What motivates you to want to take on a leadership role at Oasis Restore?

In what ways are you qualified and equipped to take on the role of Director of Care and Wellbeing?

The closing date for applications is noon on Tuesday 1st December 2020.

* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

APPLY