



OBERSTOWN
CHILDREN
DETENTION **CAMPUS**

CARE EDUCATION HEALTH & WELLBEING



Annual Report 2019



OBERSTOWN

CHILDREN
DETENTION

CAMPUS

CARE EDUCATION HEALTH & WELLBEING

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Young people in Oberstown show the medals they earned in Gaisce - The President's Award

Foreword



On behalf of the Board of Management of Oberstown Children Detention Campus, I am pleased to present to the Minister for Children and Youth Affairs the Annual Report for 2019. This report is submitted by the Board of Management in line with section 174 of the Children Act 2001, as amended, which provides for it to be laid before the Houses of the Oireachtas. The Annual Report presents a summary of our key activities for the year, while recording the progress made in the implementation of the Campus Strategic Plan 2017-2020.

The Report provides important details of Campus governance, including Board membership and the progress made by the Board in its compliance with the Code of Practice for the Governance of State Bodies (2016). In May 2019, the term of the Board of Management came to an end. Board members who completed their term in 2019 were: Michael Farrell, Sinead O'Herlihy, Charles Irwin and long-standing Board member, Diego Gallagher. All have given tirelessly of their expertise and support during their time as Board members and we are grateful to them for their important contribution to the Campus' development.

In 2019 we also paid tribute to my predecessor, Joe Horan,

who passed away in 2016, unveiling a memorial in the visitors' courtyard to recognise his enormous contribution to public life. Joe continues to be sadly missed but we now have a visible tribute to him which sits alongside a memorial to Freida Delaney, our IYJS colleague, who we remembered last year.

In July 2019, the Minister for Children and Youth Affairs, Dr Katherine Zappone TD, appointed a new Board of Management, including five members selected through the State Boards appointment process. I was re-appointed chairperson for a period of four years from 1 June 2019. The Board continues to operate according to the highest standards of governance and this intensified in 2019. A comprehensive Board induction took place in September and new Governance and Audit & Risk Committees were constituted to support the Board's commitment to even greater compliance and accountability. Robust governance is critical and it is a priority of the Board to provide important oversight and direction to all aspects of the Campus.

At the same time, the Board remains focused on improving the quality of care provided to young people referred to Oberstown by the courts. As is

evident from the detail of the Annual Report, this objective is what unites everyone who works with and for young people in Oberstown. In 2019, we saw important progress in the consolidation of earlier improvements in the quality of care provided to young people – decreased use of restrictive practices such as single separation and physical intervention, improved routines and enhanced activities and programmes, including those focused on offending behaviour. We now have a range of exciting programmes designed to prepare young people for leaving – like our barista and fitness training programmes in cooperation with Java Republic and Image Fitness.

The Campus continues to support young people's development and their mental and physical health and our colleagues in Tusla and the HSE provide vital therapeutic, counselling and psychiatric care. As our published statistics show, many of the young people referred to Oberstown by the courts have experienced profound loss and disadvantage in their lives, often associated with their offending behaviour, and it is critical that their needs are met while they are with us, in a way that maximises their life chances. Ensuring

that this approach involves – rather than is just about – young people is important to the success of our work. Progress continues to be made towards an approach that engages young people in decision-making on the Campus.

Our people are critical to the success of our work and in 2019, there was important progress in Oberstown in the development of an increasingly progressive people strategy. Among the highlights detailed in the report are the substantial investment in leadership development for all the Campus managers, delivered by DCU, and the comprehensive training programme that secured impressive engagement right across the organisation. Throughout 2019, efforts continued to strengthen the capacity of our people to support and lead those around them.

At the time of writing, in Spring 2020, the country is in the grip of COVID-19, the global pandemic, and Oberstown is challenged to respond and re-organise to ensure the protection of our young people and staff from the virus. Despite the scale and gravity of the challenge presented by COVID-19, which is ongoing, I am proud of how Oberstown

has responded – the early, proactive approach of management, the resilience and flexibility of the workforce and the creativity employed to ensure that the rights of young people under the CEHOP framework are fully protected.

In conclusion and in commending the Oberstown Children Detention Campus Annual Report 2019 to the Minister for Children and Youth Affairs, I want to express my deep appreciation to everyone in Oberstown Children Detention Campus, who works with and for young people in our care, for their hard work and commitment. A particular thanks to Director Pat Bergin for his exceptional leadership and vision and to our colleagues in the Department of Children and Youth Affairs whose support is constant.

Finally, I would like to thank the outgoing Minister for Children and Youth Affairs, Dr Katherine Zappone TD, who provided valuable and constant support to the Campus throughout her term as Minister.

Professor Ursula Kilkelly,
Chair, Board of Management

About Oberstown Children Detention Campus

Introduction

Oberstown Children Detention Campus (Oberstown)¹ is Ireland's national facility for the detention of children remanded or sentenced by the courts and is located in Lusk, Co Dublin. The Campus is based in custom-built premises comprising residential accommodation units for young people as well as education, recreation, visiting, medical and other facilities.

In fulfilment of national law and policy, Oberstown accommodates young people up to the age of 18 on detention or remand orders providing them with care and education in a safe and secure environment, while helping them to address offending behaviour and preparing them to return successfully to their families and communities.

Oberstown is authorised to accommodate 48 boys and six girls at any single point in time. Over the course of 2019, there were 127 young people detained on Campus.

¹ On 1 June 2016, the Children (Amendment) Act 2015 came into force amalgamating three detention schools into one Campus, the Oberstown Children Detention Campus.



Our Mission, Vision and Values



Law and Policy Governing Oberstown

The primary legislation providing for the governance and management of Oberstown is the Children Act 2001 (the Act), as amended. As per section 158 of the Act, the principal objective of Oberstown is to provide appropriate educational and training programmes and facilities for children having regard to their health, safety, welfare and interests, including their physical, psychological and emotional wellbeing. According to section 180 of the Act, young people in Oberstown are in the care of the Director who has 'like

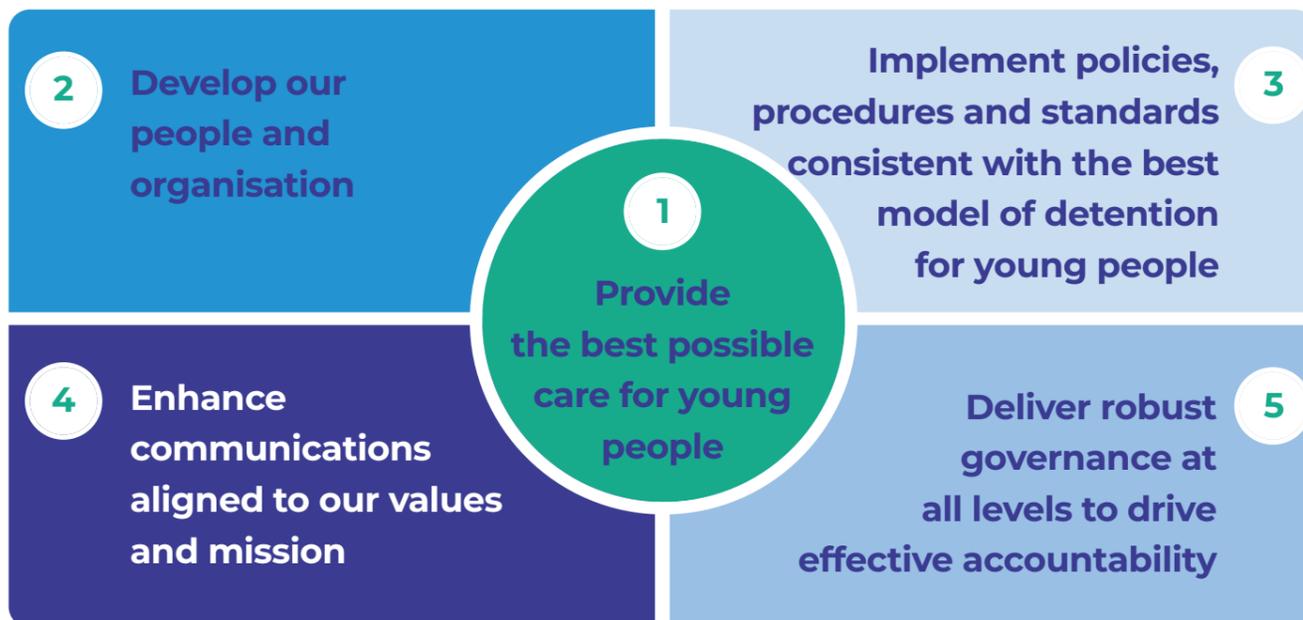
control over the child as if he or she were the child's parent or guardian' and who shall 'do what is reasonable...in all the circumstances... for the purpose of safeguarding or promoting the child's... health, development or welfare.' Oberstown is governed by a Board of Management appointed under sections 164 and 167 of the Act.

Oberstown falls under the aegis of the Irish Youth Justice Service, in the Department of Children and Youth Affairs. National policy, – 'Tackling Youth Crime, the Youth Justice Action Plan 2014-2018' – commits, as a high-level

goal, to provide a safe, secure environment and necessary support for detained young people to assist their reintegration into the community. The Action Plan commits to the provision of evidence-based care and development opportunities to enable young people to return to their communities to play a constructive role in society. The Action Plan also falls under national children's policy, specifically 'Better Outcomes, Brighter Futures - the National Policy Framework for Children and Young People 2014 – 2020'.

Implementing Our Strategy

In October 2017, the Oberstown Board of Management approved the first three-year Strategic Plan for Oberstown. Under this Strategy, the five key objectives for the Campus are to:



Implementation of the Strategic Plan continued in 2019. The main actions completed during the year can be summarised as follows:

- ◆ A review of offending behaviour programmes was undertaken by the Young People's Programme Manager. This resulted in amendments to existing programmes and the introduction of a further suite of new ones.
- ◆ Engagement was progressed with the Assessment Consultation Therapy Service (ACTS) on communication protocols and complaints procedures.
- ◆ An audit of the implementation of the Case Management System was undertaken with improvements identified and put in place.
- ◆ A staff training needs analysis was completed, and a new training officer was recruited, commencing employment in December.
- ◆ The Advocacy Officer, at the request of the Board, sought the views of young people on their preferred method of consultation with the Board.
- ◆ All 27 managers on Campus undertook a leadership and development training programme, in association with Dublin City University.
- ◆ The Working Well programme continued on Campus with 36 action items from the Working Well framework completed over the course of the year.
- ◆ In March, Oberstown developed a presence on social media (Twitter and LinkedIn). These channels are now used to share organisational achievements with wider stakeholders, engendering a sense of pride in developments at Oberstown.
- ◆ The Campus Council was formally established providing a forum for young people to be consulted about decision-making on Campus.
- ◆ The Campus held a third level open day welcoming representatives from five third level institutions to showcase the work done on Campus and the career opportunities on offer.
- ◆ Oberstown held its annual stakeholder engagement session on Campus in October, welcoming a wide range of external partners and stakeholders to discuss progress and developments over the course of the year.



Artwork created by a young person in Oberstown

Young People in Oberstown

Overview of the Young People in Detention in Oberstown During Q1 2019

POPULATION:
75
72 MALE
3 FEMALE

44 WERE ON DETENTION ORDERS
31 WERE ON REMAND ORDERS

FIRST TIME IN DETENTION FOR 40% OF YOUNG PEOPLE

- ▶ **44%** were 16 years or younger upon admission and **27%** came from Dublin
- ▶ There were young people from **16** different counties in Oberstown during Q1
- ▶ **37%** of young people in detention or on remand had theft charges

FAMILY

31% had suffered the loss of one or both parents either through death, imprisonment or no long-term contact

19% were members of the Traveller community

2 young people in detention were parents or parents to be

EDUCATION

57% were not engaged in education prior to detention

23% had a diagnosed learning disability

PHYSICAL HEALTH

8% had a physical health concern, ranging from asthma to epilepsy

MENTAL HEALTH

41% of young people in detention had a mental health need

25% were prescribed medication for a mental health concern

DRUGS/ALCOHOL

71% were considered to have substance misuse problems

Of those:

- ▶ **24** were identified as having a mental health problem
- ▶ **18** had been in care
- ▶ **10** had self-harm concerns

CARE

41% were either in care or had significant involvement with Tusla

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The medical suite at Oberstown.

Profile of Young People in Detention Report for Q1 2019

During 2019 there were 127 individual young people detained in Oberstown on remand or detention orders. Of those:

- ◆ 121 were male and 6 were female
- ◆ 52 young people served remand or detention orders, 60 served remand orders only and 15 young people served a detention order only
- ◆ 24 were members of the Traveller community
- ◆ 7 young people had been born outside of Ireland

The Profile of Young People in Detention Report for Q1 2019

gives a broader understanding of the challenges faced by young people in conflict with the law by analysing data with respect to the 75 young people detained on Campus on either remand or detention orders during the first quarter of 2019. Among the key findings in the report were that:

- ◆ 57% of young people had not been engaged in education prior to detention and 23% of young people had a diagnosed learning disability
- ◆ 31% of young people had suffered the loss of one or

both parents either through death, imprisonment or no long-term contact

- ◆ 71% of young people were considered to have substance misuse problems
- ◆ 41% of young people had a mental health need
- ◆ 41% of young people had either been in care or had significant involvement with Tusla prior to their detention in Oberstown.

This data shows a similar pattern to the analyses published in 2017 and 2018.

The Oberstown Model of Care

Oberstown's ethos and purpose is based on the Children Act 2001, which sets out the requirements to ensure that young people receive care, education, healthcare, that they address offending behaviour and are supported in their return to the community. As per these legislative imperatives, Oberstown's model of care, CEHOP, has five pillars – care, education, health, offending behaviour, and preparation for leaving.

Care

Young people's care is provided through the placement planning process which serves to identify young people's needs while in Oberstown and for their return to the community. Upon arrival in Oberstown, each young person's care needs are assessed by a professional care team. Individual care is then provided by a multi-disciplinary team with training and expertise in the range of supports and services that young people need.

In 2019, seventy-seven concerns relating to the welfare and protection of young people were referred to the Designated Liaison Person (DLP) in line with Children First legislation and guidelines. Sixty-two of these concerns related to specific matters that occurred prior to the young person being placed on remand or detention orders in Oberstown. Overall, thirty-two concerns met the referral threshold set down by Children First and these were forwarded to Tusla, the Child and Family Agency, for their attention. Four of these concerns related to the period of time when the

young person was on detention in Oberstown.

Education

All young people attend school while they are in Oberstown and are supported to learn, to undertake state examinations and to continue vocational training. The Dublin and Dún Laoghaire Education and Training Board (DDLETB) has responsibility for the school on Campus. The Board and Management at Oberstown continue to engage with the DDLETB to ensure that the education received by young people in detention meets their needs.

Educational outcomes are measured in a number of ways including improvements in literacy and numeracy and participation in state examinations, with the ultimate objective to equip young people for their successful return to the community.

In June 2019, 13 young people undertook the Junior Certificate in subjects including English, Maths, Art, Music, Materials Technology Metal, Materials Technology Wood, Home Economics, and Environmental & Social Studies. Nine students sat at least five subjects at Junior Cert level.

Two young people sat the Leaving Certificate with each student taking exams in three subjects. One young person achieved a sufficient grade in Maths to secure a place in a third level educational institution.

Health

Young people in Oberstown have access to healthcare services

delivered in a purpose-built medical suite. The suite is managed by a clinical nurse manager, who works with two nurses and a social care worker. Young people also have access to a GP, dentist and physiotherapist on-site. The Health & Wellbeing team provide valuable services in ensuring the health and wellness of the young people in collaboration with the multi-disciplinary teams in Oberstown. The Nursing team prepared 304 Individual Healthcare Reports in 2019.

During 2019, there were approximately 2,096 visits to the Health & Wellbeing unit.



Some of the young people seen by the Health & Wellbeing team were referred to outside services. Of these:

- ◆ 17 attended A&E as urgent or emergency referrals
- ◆ 32 attended routine hospital appointments
- ◆ 12 attended the optician for sight tests



The HSE Forensic Child and Adolescent Mental Health Service (FCAMHS) provides psychiatric services to young people in Oberstown. In 2019, FCAMHS and the ACTS therapeutical service received a total of 109 referrals of young people.

The Health & Wellbeing team also provide Oberstown staff with a range of medical supports, including preventative care. Ninety staff members received the flu vaccination during October and December 2019.

Offending Behaviour

Oberstown aims to build young people's responsibilities and address the factors associated with their offending behaviour. The Young People's Programme Manager identifies and implements programmes to address offending behaviour and to support the young

people's care while on Campus.

During 2019, the suite of programmes designed to promote young people's successful return to the community through the development of personal resilience and practical skills, was further enhanced with the introduction of additional programmes and learning formats. These programmes aim to develop skills such as victim empathy, dealing with impulsive behaviours and reducing misuse of drugs and alcohol.

Preparation for Leaving

Placement planning is an integral part of the CEHOP framework. From the moment a young person comes to Oberstown, information is provided to them in a youth-friendly manner and their needs are considered by a wide

team of professionals on Campus.

Multi-disciplinary clinical meetings, chaired by Oberstown, are held on Campus on a weekly basis to identify and review the needs of young people and the services and supports they require. A dedicated person is allocated to chair placement planning meetings to ensure consistency in approach, engagement, attendance, recording and achieving agreed actions. Residential unit staff, Oberstown schoolteachers and external partners who will assist with the young person's return to the community also attend the meetings. If appropriate, Oberstown refers young people to the Bail Supervision Scheme, which aims to keep young people on remand out of detention and to address their offending behaviour through community-based intervention.

CASE MANAGEMENT

Oberstown continues to improve record-keeping and information management as part of the Campus' commitment to the care of young people. The standard of young people's reports is monitored ongoing. Unit Managers keep a view of young people's case management files, site managers maintain an overview of incident, separation and other reports, and there are continuous report reviews at internal meetings including placement planning meetings.

Development continued on the Oberstown case management system during 2019, with almost 300 features, changes and updates deployed in batches, at six-weekly intervals, during the year.

Some of the key functionality improvements included the introduction of roles and access control for different user groups, as well as the ability to process subject access requests in accordance with GDPR requirements. There were new features added to support

placement planning, visit management, health care updates and permitted absences.

In 2019, the user interface was fully reviewed, tuned and streamlined to eliminate redundancy and better facilitate the planned introduction of reports which will use system data to monitor the progress of young people in Oberstown.



Artwork created by a young person in Oberstown

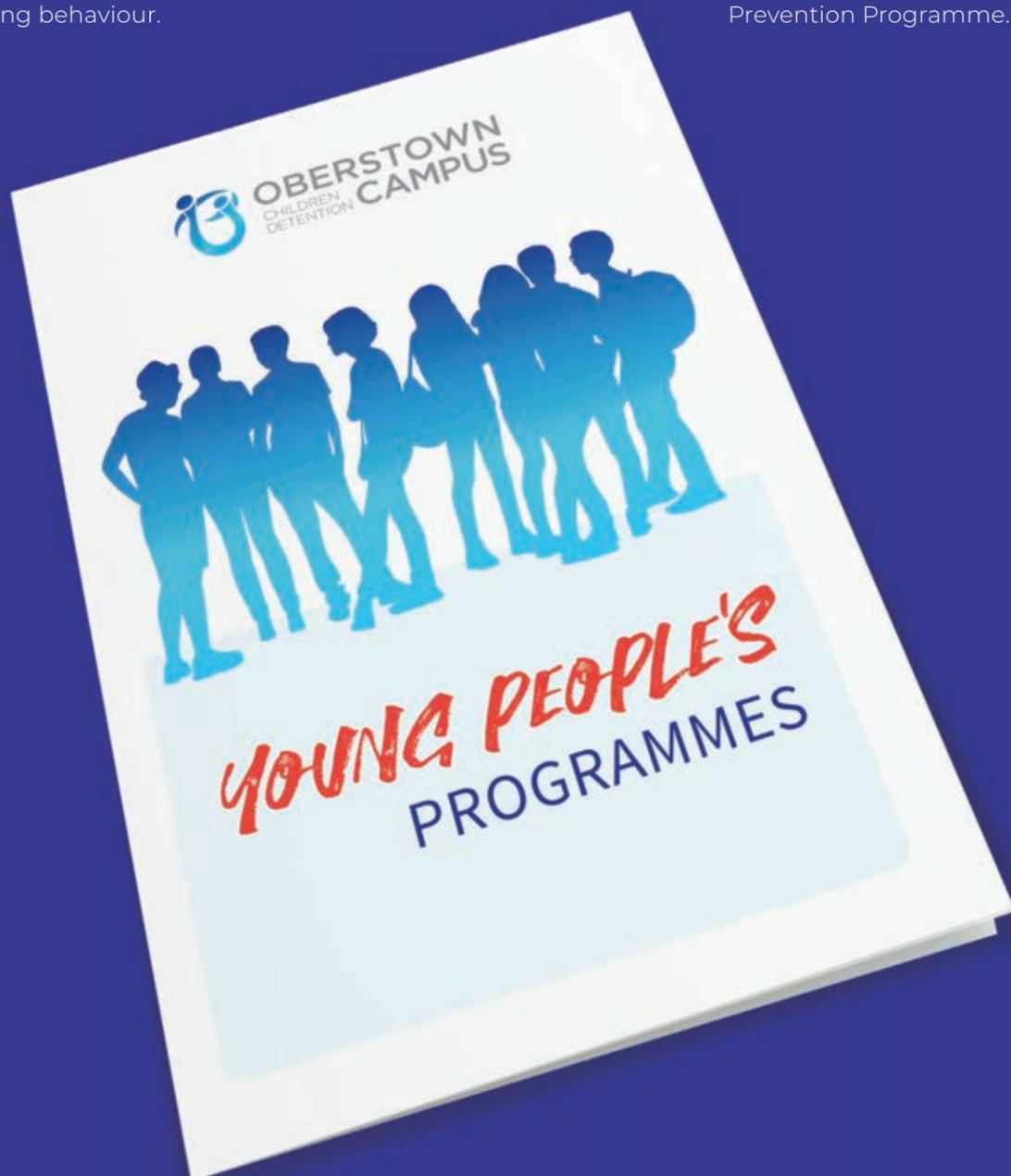
YOUNG PEOPLE'S PROGRAMMES TO REDUCE OFFENDING BEHAVIOUR

These programmes provide young people with an opportunity to learn practical skills that will support their return to the community and reduce the likelihood of re-offending. Interventions with young people aim to build their sense of responsibility and address the factors associated with their offending behaviour.

Six different offending behaviour programmes were delivered in 2019, a 50% increase compared to 2018, with 51 participants completing one or more of these interventions.

For the second year in succession, young people's

programmes were integrated into the evening activities and summer school class timetable. In collaboration with the activities coordinator, the class timetable now includes the Decider programme, the ART programme, Challenging Choices, Street Law and the Crinan Drug Relapse Prevention Programme.



Victim Empathy Programme
'What Have I Done?' is a programme to encourage empathy in young people who hurt others through their actions. It challenges the young person to face the harm they have caused and consider what they can do to help put things right.



The Decider Programme
The Decider Life Skills Programme is based on Cognitive Behaviour Therapy (CBT) which uses skills that are effective, fun, memorable and easy to use. The programme enables participants to learn effective coping skills and build resilience. The emphasis is on helping young people to deal with impulsive behaviours.

This programme was delivered 12 times throughout 2019 to young people on remand and detention orders. On 10 occasions, it was delivered as a group work intervention with two programmes delivered in a one-to-one setting based on the needs of the young people at the time.



Crinan – Drug Relapse Prevention Programme
The Crinan Drug Relapse Prevention Programme is a

group work intervention that aims to teach participants how to examine the triggers and the consequences for their drug/alcohol use. Young people are supported to develop strategies that help them effectively manage and overcome any stressors or triggers in their environment that may cause a relapse.



Anti-Violence Restorative Practice Training – (ART)
The Anti-Violence Restorative Practice Training programme (ART) enables participants to deal with potentially violent situations in new and creative ways. Workshops use the shared experiences of participants, interactive exercises, games and role-plays. Participants examine the ways in which they respond to situations where injustice, prejudice, frustration and anger can lead to aggressive behaviour and violence. The aim of the programme is to start building cooperation, community, self-esteem and trust in the group, and to introduce skills in conflict resolution, communication and anger management.

The ART programme was chosen because of its restorative practice approach. It was delivered over 10 modules in collaboration with Tallaght West Childhood Development Initiative and three of the residential units participated in

the programme. A graduation ceremony took place in August 2019.



Challenging Choices
A pilot of the Challenging Choices programme began in July 2019 and 14 modules were delivered in collaboration with the Probation Service. The content is based on a generic offending behaviour programme developed for use with adult offenders called Choice and Challenge. Challenging Choices aims to challenge young people's existing negative attitudes and beliefs by presenting them with alternative attitudes, beliefs and behaviours to promote a more pro-social lifestyle and reduce the young people's risks of reoffending.



Pathways
Pathways, a pilot programme to assist young people in their preparation for leaving Oberstown, commenced in December 2018. Following a review in February which found the pilot to be effective, sessions to familiarise staff with the Pathways material were undertaken. Pathways was introduced in June as a keyworking framework for all young people.

PARTICIPATION AND CONSULTATION AT OBERSTOWN

The goal of the National Strategy on Children and Young People's Participation in Decision-making 2015-2020 is to ensure that children and young people have a voice, both individually and collectively, in their everyday lives.

Oberstown developed a Young Person's Participation Strategy in line with the national approach, valuing inclusiveness, empowerment and participation of the young people in our care. The strategy seeks to promote the participation of young people in decision-making at individual, unit and Campus level, ensuring that they are appropriately consulted about matters that affect them and are supported and equipped to participate in Campus decision-making.

Activities undertaken to support the participation strategy include:

Advocacy on Campus

The Campus Advocacy Service was further strengthened and embedded during 2019, supporting the participation of young people in decision-making.

The Campus Advocacy Officer, Gráinne Smyth, met with each new admission and provided them with the Young Person's Booklet. Young people were advised of:

- ◆ the role of advocacy on Campus
- ◆ how they can access the information kept on file in

Oberstown about them – each young person was also given the 'What We Do with Your Information' leaflet

- ◆ how to access EPIC, the Campus visiting advocacy service, and the Office of the Ombudsman for Children and the function of each
- ◆ the young people's Campus programmes and how to gain access to them
- ◆ the CEHOP model of care.

A new Campus complaints procedure was developed with each young person signing a copy of their complaint and recording their satisfaction level at the outcome of the complaint. Learnings from complaints received were recorded and acted on accordingly.

The Advocacy Officer attended a number of external seminars including the Association of Criminal Justice Research and Development (ACJRD) conference on neurodiversity in the criminal justice system in November, the Department of Justice seminar on employment and social inclusion in December, and Social Care Ireland Advocacy workshops.

Campus Council

In 2019, the Campus Council was established as a single forum to promote the participation of young people in Campus decision-making. The Campus Council identifies issues and contacts the relevant departments across Campus seeking a reply to matters

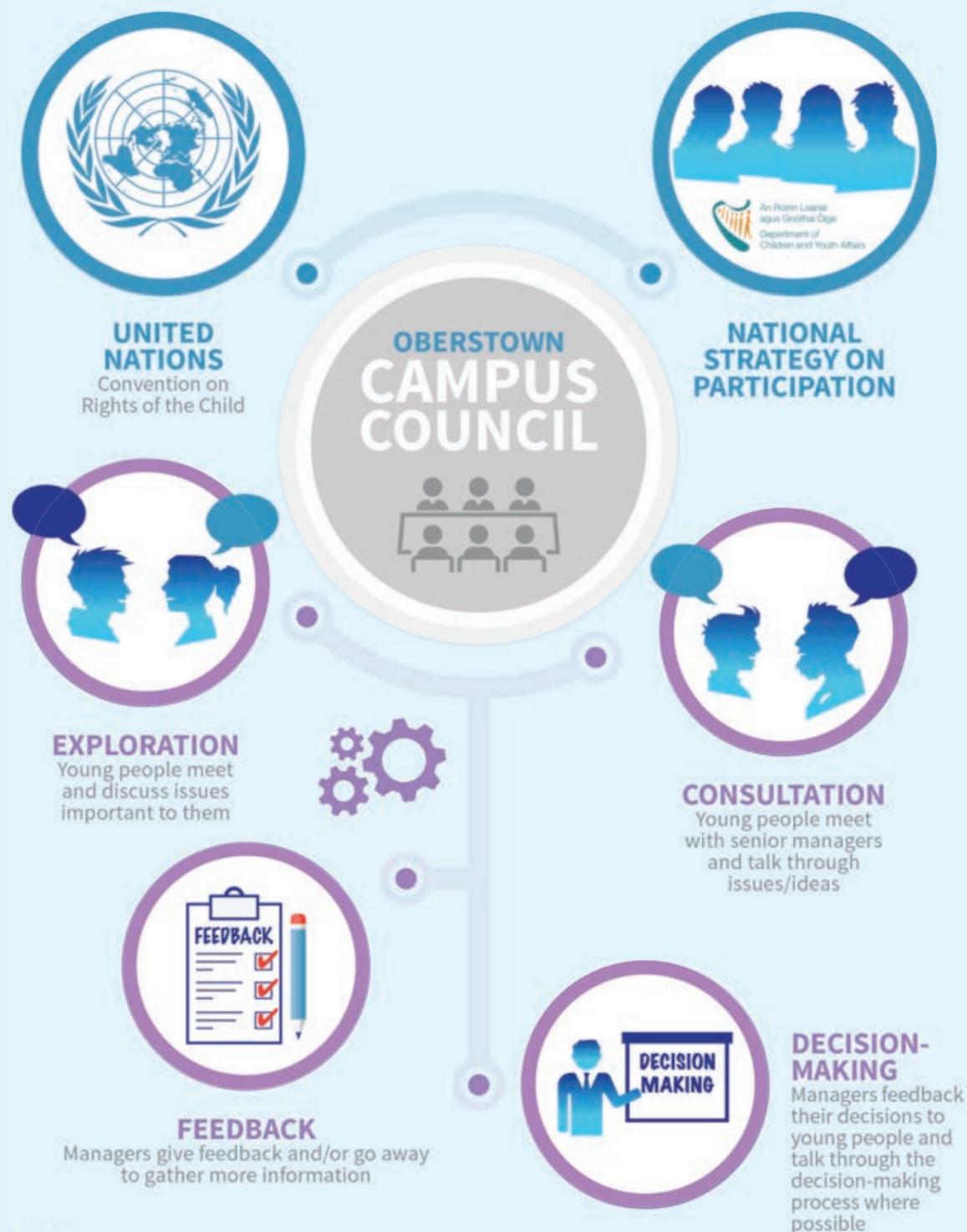
relevant to the young people as raised on their agenda. The Council established a process to agree its agenda prior to each meeting and to provide feedback to the young people on Campus, informing them of decisions made and the reasons for those decisions.

During the year, the Council invited a number of people from different departments across Campus to attend its meetings to seek information and put forward their views for change. Council members attended a motivational talk by Philly McMahon, Dublin GAA footballer, discussing life choices and the power each person has to influence change in their own life. Marc Tuffy from Gaisce – The President's Awards – attended a Council meeting to explain the Gaisce awards. A number of staff on Campus have trained as Gaisce President's Awards Leaders to support the young people in achieving their awards.

The Campus Council were invited by the Director to review the Young Person's Booklet and the visitor's information leaflet and they submitted feedback on both documents.

The concept of having individual unit charters was introduced to the management team in 2019 and welcomed by all. Young people provided input to the development of a number of unit charters as well as to the development of an overall Campus Charter.

OBERSTOWN CAMPUS COUNCIL PROCESS OF PARTICIPATION



Consultation With Young People at Oberstown

The views of young people were also sought on a vast variety of subjects to inform both Campus operations as well as on wider policy in Ireland relating to youth justice and detention.

In November 2019, a consultation was undertaken with young people to review their understanding of the CEHOP pillar model and the placement planning process.

The individual consultations involved 35 young people, from both the remand and detention units, and were facilitated by the Advocacy Officer. Each young persons' participation was optional.

The findings of the consultation were that:

- ◆ Detailed understanding of the CEHOP model was low amongst young people with less than 10% knowing exactly what was involved.
- ◆ Understanding of placement planning on campus was high amongst the young people, with 97% aware of the process and the timing of their placement planning meetings (PPM).
- ◆ There was good understanding that the PPM process is optional. However, over 90% of young people were regularly attending meetings by choice.
- ◆ All of the young people attending PPMs were happy

with the process and saw the meetings as central to their care on Campus.

Consultation regarding Campus operations:

- ◆ A wide-ranging survey of individual young people's experiences regarding their life and treatment on Campus was undertaken in March 2019.
- ◆ Two young people meet with a researcher for the Council of Europe Investment Bank in relation to facilities on Campus for young people and how they felt the money to develop the Campus was spent. They also made suggestions regarding future projects for young people in detention.
- ◆ A consultation, on behalf of the Catering Manager, was undertaken with young people regarding menu options for the food choice on their units.
- ◆ A vote was undertaken in the detention units in relation to the change of TV channels. This was a positive exercise for the young people and gave some of them their first experience of a democratic decision directly relating to them.
- ◆ A consultation was undertaken with young people concerning the design of murals for the visiting area and ideas were submitted to the Campus Council. The young people were also consulted on how they would like to use money

provided under the OPW art project.

- ◆ Following discussions with the young people on Campus and meetings with household management, the Tuck Shop system was changed to better meet the needs of the young people.
- ◆ A consultation took place with the young people in relation to programmes on Campus to assist with programme planning for 2020.

Consultation regarding external policy and research:

- ◆ In May, consultation focus groups were undertaken with the young people on the new Campus Rules to replace the current standards and criteria for special schools. A report on this was compiled for the Director.
- ◆ A focus group was held in July by Hub Na Nog, who consulted with eight young people on campus in relation to the Youth Justice Strategy on behalf of the IYJS.
- ◆ A number of young people formed the advisory group for the worldwide consultation with young people as part of the Global Study on Children Deprived of their Liberty, being consulted with and providing feedback on the consultation methodology used in the study.
- ◆ Dr Louise Forde (UCC) interviewed two young people for a Policing Authority-funded study of young people's experiences of police questioning.

SKILLS-BASED TRAINING AND ACTIVITIES

During 2019, the Oberstown activities team successfully provided recreational and educational fun-based academic programmes for young people, including supporting young people to achieve Gaisce awards.

Seven young people were presented with bronze and silver Gaisce – The President's Awards at a ceremony on Campus in July. The young people successfully completed their Gaisce – The President's Award challenges in each of the four categories – community involvement; personal skill; physical recreation; and adventure journey. They acquired valuable and practical life skills in the process.

Vocational training programmes were introduced to the Campus to provide young people with additional practical employment skills and prepare them for leaving. These programmes seek to give young people the best possible chance to move on with their lives in a positive way after they leave Oberstown.

In April, Oberstown launched a collaborative partnership with coffee company, Java Republic, to support young people at Oberstown to become certified baristas through an on-campus training programme.

The Coffee Education Programme from Java Republic enables young people in

Oberstown to meet the market requirements for new baristas. It is designed to give young people information about the coffee industry and have enough confidence to go through a potential trial in a café. Young people taking part in the programme go through an intensive full-day training session with a professional coffee trainer from Java Republic, certified by the Specialty Coffee Association.

Each Java Republic training programme involves 3-4 young people with an aim of training up to 30 young people annually. After completing the programme, young people are issued with a Java Republic



A young person at Oberstown at the launch of barista training with Pat Bergin, Director, Grace O'Shaughnessy, Java Republic and Damien Hennon, Deputy Director.

**Barista Skills for Beginners
Certificate of Attendance.**

As well as providing the training, Java Republic donated coffee equipment to the Oberstown Campus. This on-site equipment ensures young people who have completed the course can continue to practise their barista skills after each training session.

In June, following a nine-week course delivered by Image Fitness Training on site at Oberstown, five young people and four members of staff successfully qualified as fitness instructors. Participants in the course achieved the National Elite Fitness Professional Certificate EQF Level 3 in Fitness Instruction

The course, delivered by Image Fitness who provide fitness courses across Ireland, was conducted using a blended teaching approach facilitated by the Oberstown school and activities team. This ensured that each participant was supported and taught in a way which was tailored to their individual learning needs.



Damien Heron, Deputy Director and Mariana Browne, one of the Oberstown staff members who qualified as fitness instructors.



A young person assisting in the kitchen at Oberstown as part of vocational training activity.

The qualification comes with a guarantee from Image Fitness that all of the young people who successfully qualify will get a job interview for a role as a fitness instructor once they leave Oberstown.

The course undertaken by the staff and young people included full practical fitness instruction, modules on nutrition, anatomy, physiology, and practical training methods. The examination to qualify as a fitness instructor took

place on Campus at Oberstown and included written and practical components.

Summer School at Oberstown

The Summer School programme at Oberstown implements cross-Campus integrated activity programmes, both recreational and educational. These programmes are designed to promote rehabilitation and growth development, optimise therapeutic outcomes, and

enhance individual needs through the application of intellectual stimulation involving direct experience.

The purpose and function of the 2019 Summer School was to:

- ◆ provide accredited education, recreation and fun-based activities for 38 young people and staff
- ◆ ensure that the best supports and services are

available to meet the complex needs of the young people

- ◆ promote the participation of young people in decision-making and choice.

The 2019 Summer School ran from 9 July to 27 August, operating Monday to Friday afternoons from 1.30pm to 6pm.

Oberstown worked with the Dublin and Dun Laoghaire Education and Training Board (DDLETB) to secure the necessary teachers so that all young people could be engaged in the Summer School programme over the seven-week period.

The Summer School timetable included a broad range of subjects, such as football coaching, home economics, art and home economics, art and programmes to reduce offending behaviour. There were on average 80 classes per day and over 400 per week available to young people.

This was the second consecutive year that the existing programmes for young people in Oberstown were integrated into the Summer School class timetable. In collaboration with the Young People's Programme Manager, the Deciders, Real U, Street Doctors and Shout Out programmes as well as the

Crinan programme, which focuses on drug misuse, were integrated into the class timetable.

The 2019 Summer School also saw the introduction of vocational, career-focused training including the fitness instructor qualification and barista training. An additional eight young people and eight staff achieved the National Elite Fitness Professional Certificate EQF Level 3 in Fitness Instruction and 12 young people completed barista training with Java Republic.

Feedback from all participations on the 2019 Summer School was very positive. The overall design

of the Summer School provided recreational and academic projects, with all classes along with the Young People's Programmes contributing to Gaisce portfolios. The Summer School ended with the presentation of awards, a short drama was performed by some of the young people, and cakes and coffee were served by the young people who had trained as baristas.

Collaboration with External Stakeholders & Partners

External agencies support Oberstown to ensure the complex needs of young people are met. These include

state bodies Tusla, the Health Service Executive, the Irish Prison Service, the Education and Training Board, the Probation Service, An Garda Síochána, the Court Service and the Ombudsman for Children's Office. Oberstown also works closely with external partners EPIC, Extern, Le Chéile, YAP and Crinan to the benefit of young people and their families, both on Campus and following their return to the community. The work of some of these agencies is outlined below.

Street Law

Street Law is an initiative which places trainee solicitors,

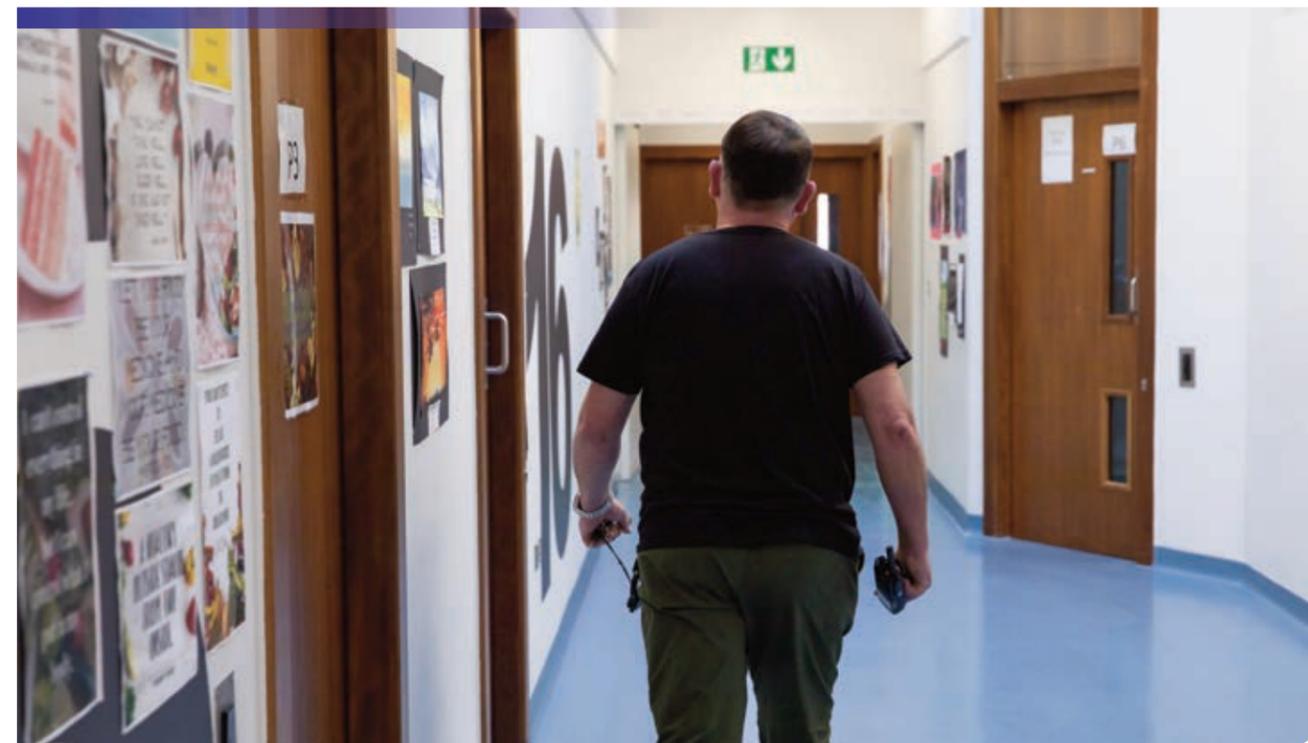
studying at the Law Society of Ireland, in Oberstown to teach young people about the law. The programme has three key goals: to provide young people with an understanding of the law as it applies to their lives and better equip them in their dealings with, and understanding of, the legal system to help them develop critical thinking and communication skills; and to assist in changing mindsets and attitudes. This programme was delivered as part of evening activities in April 2019.

Victim Liaison Service

The Victim Liaison Service was launched in February 2019.



Oberstown staff members receiving their qualifications as fitness instructors from Conor Whyte of Image Fitness.



John Smith, Oberstown Activities Coordinator, in the Oberstown School.

Interested parties must apply via a web-based application or through an application form available in the Victim Support at Court suites in Smithfield, Children Court and Criminal Courts of Justice. In 2019, Oberstown received three applications from victims of crime to take part.

Victims Charter 2019

Originally published in 2010, the charter describes the criminal justice system from a crime victim's point of view. It sets out their rights and entitlements to the services offered by the various state agencies working with crime victims. Oberstown was asked to contribute to the revised charter.

Y-JARC

The Joint Agency Response to Crime initiative was set up to target the most prolific, repeat offenders. It is currently running in Blanchardstown, Dublin and Curranabraher/Mayfield, Cork with ten places on each programme. Participants include Oberstown, the Irish Prison Service, Tusla, the Probation Service and An Garda Síochána. Progress meetings are held on a fortnightly basis and Oberstown has representatives at both Steering Group and Operations Level.

Le Chéile Parent Mentoring

The Le Chéile mentor co-ordinator, based in Oberstown, works with young people's keyworkers and parents on site to support referral of interested

parents. Through direct engagement with a volunteer mentor, parents are given time and space to: build self-confidence and emotional wellbeing; engage in activities outside of their home; consider what is needed to support them to build and sustain a positive relationship with their young person; and access relevant community-based supports.

All parents of young people on detention orders and those that have been on remand for more than three months are referred. In 2019, the parents of 19 young people were referred and 16 of those participated in the programme.

Ombudsman for Children's Office (OCO)

The OCO continues to attend the Campus once a month for direct meetings with the young people. Eighteen young people met directly with representatives of the OCO in 2019.

EPIC

EPIC continues to provide external advocacy for the young people, visiting the Campus once a month.

Gaisce Art Project

In August, as part of the Gaisce Awards, a young person designed and created a mural in one of the visiting rooms. The theme of the mural is Oberstown - A Safe Harbour and is based on the UN Convention on the Rights of the Child. Images within the mural represent each one of the

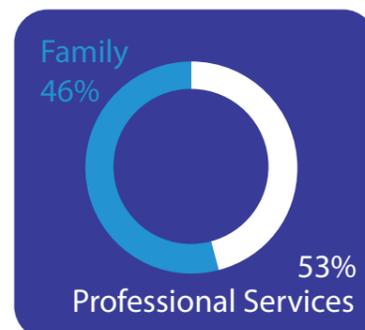
21 condensed rights taken from the 54 separate articles of the convention.

DCYA Bail Supervision Scheme

The DCYA Bail Supervision Scheme, provided by social justice charity Extern, under contract to the Department of Children and Youth Affairs, can cater for up to 25 young people each year. The scheme allows the courts and Oberstown to refer a young person to Extern so that his/her suitability for bail supervision can be assessed. If a referral is successful, the young person receives intensive support through the use of Multisystemic Therapy (MST) – an evidence-based approach using an intensive family and community-based treatment programme. During 2019, 11 young people from Oberstown were referred to the scheme, with 6 of those accepted.

A total of

2,062
visits were facilitated
in the visitors' centre.



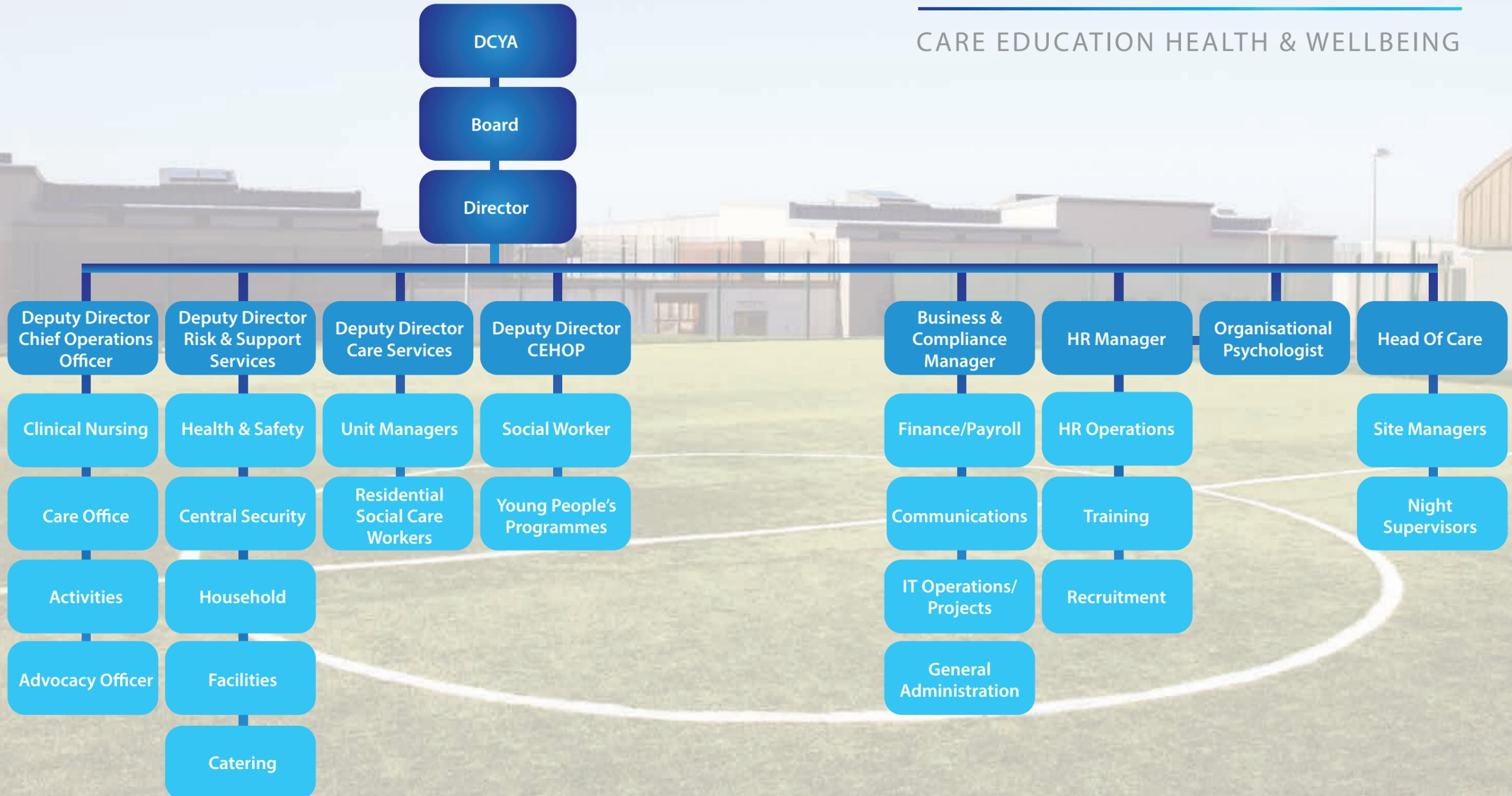
Oberstown - A Safe Harbour mural, created by a young person as part of the Gaisce awards

Oberstown Governance And Management

Organisational Structure at Oberstown

Oberstown is managed by a Director who is accountable to the Board of Management for all aspects of the Campus operations and for ensuring that the Board is provided with all relevant information to enable effective oversight.

The organisational structure during 2019 is outlined below:



OBERSTOWN
CHILDREN
DETENTION
CAMPUS

CARE EDUCATION HEALTH & WELLBEING

Accountability and Inspections

Oberstown falls under the control and legal responsibility of the Minister for Children and Youth Affairs, to whom the Oberstown Board of Management is accountable. A number of other ways in which Oberstown fulfils its obligations of transparency and accountability are set out below.

Oireachtas Oversight

In January 2019, Professor Ursula Kilkelly and two members of the Oberstown Board of Management appeared before the Joint Oireachtas Committee on Children and Youth Affairs. Professor Kilkelly outlined the progress and positive developments being achieved in Oberstown.

Oberstown provides accurate and up-to-date information to public representatives and officials in a prompt and consistent manner. The number of Parliamentary Questions Oberstown contributed to in 2019 was seven.

Freedom of Information requests

Oberstown Children Detention Campus manages its Freedom of Information (FOI) responsibilities in line with the requirements of the Freedom of Information Act, 2014. Oberstown received a total of 12 FOI requests in 2019. Of these 12 requests, four were granted, one was part-granted, one was refused, two were handled

outside the FOI process or withdrawn, one was transferred to another government agency and three were carried over into 2020.

Data Protection

Throughout the course of its work Oberstown Children Detention Campus handles high volumes of sensitive data and personal information. On 25 May 2018, GDPR, which represents the biggest change to data regulation in recent history, came into effect. To ensure and promote compliance with GDPR, Oberstown continued in 2019 to embed data protection within all policies and processes, as well as monitoring adherence to procedures and developing guidance material for carrying out Data Protection Impact Assessments and implementing Data Sharing Agreements with third parties.

Inspections Health and Information Quality Authority

Inspectors from the Health, Information and Quality Authority (HIQA) are authorised to carry out independent inspections of Oberstown against the Standards and Criteria for Children Detention Schools. The Children Act, 2001 requires an inspection of Oberstown to be carried out annually. Following inspection, action plans are agreed between the Oberstown Director and HIQA and the implementation of these actions is monitored by the

Board of Management.

In July 2019, a full announced inspection took place over three days during which inspectors met with children and staff on the Campus. This inspection focused specifically on the leadership, governance and management arrangements in place for the use of restrictive practices and the delivery of offending behaviour programmes. Inspectors analysed data and reviewed documentation such as children's care files and placement plans, policies and procedures, and minutes of staff, management and Board meetings.

The report found the Campus substantially compliant or compliant across six areas. It contained no findings of major non-compliance, and a reduction in the number of non-compliance findings overall compared with the HIQA inspection in 2018.

HIQA noted positive developments in a number of areas including:

- ◆ the system for reviewing and progressing young people's placement plans was working well and involved young people directly
- ◆ young people, who spoke with inspectors, spoke highly of the staff team and the supports they received from them. Feedback from young people interviewed was that they had been



Dr Fionnuala Anderson, with Pat Bergin, Director, and Professor Ursula Kilkelly, Oberstown Chairperson, at the Oberstown seminar on education for children in detention.

provided with opportunities during their time in Oberstown that they had not experienced previously in their lives, and they felt that they would benefit from these opportunities after they left Oberstown

- ◆ improved governance with clear lines of reporting and accountability
- ◆ strategic focus on reducing the use of restrictive practices with demonstrated progress since the previous inspection
- ◆ improvement in the range and frequency of evidence-based offending behaviour programmes and evidence that these programmes had become embedded in the way of life on Campus. This was noted as a significant

improvement since the last inspection
◆ following completion of the review, an action plan was submitted by Oberstown Children Detention Campus to HIQA to drive ongoing improvement.

Other Bodies with Powers of Inspection or Investigation

The Ombudsman for Children's Office (OCO) promotes the rights and welfare of children and young people up to 18 years old living in Ireland. The OCO deals with complaints made by or on behalf of children, including those in Oberstown, in relation to the actions of public bodies under Section 8 of the Ombudsman for Children Act 2002, as amended. A representative of

the Ombudsman for Children was on Campus on the last Thursday of every month in 2019. During 2019, 18 young people requested to meet with the OCO representative.

The Department of Education and Skills carries out inspections of the Oberstown Campus school.

Oberstown is also subject to regulation by a range of other statutory bodies including: the Workplace Relations Commission relating to compliance with employment legislation; Health Service Executive inspection of environment (catering areas and drinking water) by Environmental Health Officers; and the Health and Safety Authority regarding

compliance with the Health and Safety Act 2005. Fingal County Council inspects the integrated constructed wetlands on Campus.

The European Committee for the Prevention of Torture (CPT) is a Council of Europe body with responsibility for monitoring standards by visiting places of detention. Oberstown assisted the Department for Children and Youth Affairs in its preparations for the CPT's September 2019 visit to Ireland, although the

CPT delegation did not ultimately visit the Campus.

Board of Management

Oberstown is governed by a Board of Management appointed by the Minister for Children and Youth Affairs under the Children Act 2001 (sections 164 and 167). The Board operates in line with legislation and the Code of Practice for the Governance of State Bodies, complying with good governance, setting the strategic direction of the Campus and overseeing the

delivery of Oberstown Strategy and national policy in line with the 2001 Act.

The Board carries out its functions on behalf of the Minister for Children and Youth Affairs. Its key responsibility is to provide oversight and strategic direction to Oberstown on behalf of the Minister. The Board is also responsible for ensuring that the Minister is advised of significant matters arising in respect of Oberstown, that the Director is supported to deliver the strategic plan and is

accountable in line with the Children Act 2001 and associated legislation and policy.

Board Membership

The Board of Management of Oberstown has 12 members plus a Chairperson and includes representatives of the Department of Children and Youth Affairs, the Department of Education and Skills, Tusla, two representatives from the local community and two staff nominees, with five members identified via the State Boards appointment process. Members are appointed for a term,

renewable, of up to four years. Under the Children Act, the Board must hold as many meetings as necessary for the performance of its functions and is entitled to determine its own procedure.

The term of the Board of Management ended on 31st May 2019, necessitating the appointment of a new Board by the Minister for Children and Youth Affairs, Dr Katherine Zappone, TD. Therefore, during 2019, one Board of Management operated from January to June with a new Board of

Management taking up appointment in July.

There were nine Board meetings in 2019. An update was circulated to staff and published on the Oberstown website following every meeting. Two standing Board committees were in place during 2019 – the Audit & Risk committee and the Governance Committee.

Dates of the Board of Management and committee meetings, and details of attendance, are set out in Appendix 2.



The newly appointed Board of Management of Oberstown with Minister for Children and Youth Affairs, Katherine Zappone.

Oberstown Board of Management January-June 2019

Professor Ursula Kilkelly - Chairperson

Member of the Governance Committee

Professor Ursula Kilkelly was first appointed Chairperson of the Board of Management on 1 June 2016, having acted in an interim capacity since January 2016. She is a Professor of Law at University College Cork and an established international expert in youth justice and detention and children's rights. At UCC, she teaches juvenile justice and children's rights on the LLM in Children's Rights and Family Law. She is co-editor of Youth Justice: An International Journal.

Mr Eamon Clavin

Member of the Governance Committee

Eamon Clavin was appointed to the Board on 5 February 2019 until the end of the Board term on 31 May 2019. He is a Divisional Inspector in the Department of Education of Skills, attached to the Inspectorate's Teacher Education and Inclusion Evaluation and Policy Support Unit. He has a particular interest in Special Education, DEIS and Traveller Education and is a Council member of the National Council for Special Education (NCSE).

Ms Linda Creamer

Linda Creamer was appointed to the Board on 5 February 2019 until the end of the Board term on 31 May 2019. She is a regional Service Director in Tusla with responsibility for the delivery of child protection and welfare services in the Dublin North East region. During her career she has worked directly with children and their families in the community and she has developed extensive expertise in the field of child protection and welfare.

Mr Tadgh Delaney

Member of the Finance, Audit & Risk Committee

Tadgh Delaney was appointed to the Board on 26 July 2017 by the Minister for Children and Youth Affairs. He is an Assistant Principal Officer in the Irish Youth Justice Service, Department of Children and Youth Affairs.

Mr Michael Farrell

Chair of the Governance Committee

Michael Farrell was appointed to the Board on 1 June 2016 by the Minister for Children and Youth Affairs, following selection through the Public Appointments Service (PAS) process. He is a retired Corporate Secretary and former Director of Human Resources at University College Cork. He was founding principal of Soil Barra, a co-educational primary school, in Ballincollig, Co Cork.

Mr Diego Gallagher

Member of the Finance, Audit & Risk Committee

Diego Gallagher was appointed to the Board on 1 June 2016 by the Minister for Children and Youth Affairs, following selection through the PAS process. He is a solicitor and partner in the health and social care team with ByrneWallace Solicitors, Dublin.

Ms Elizabeth Howard

Elizabeth Howard was appointed to the Board on 1 June 2016 by the Minister for Children and Youth Affairs. She is a local community representative resident in the vicinity of the Oberstown campus.

Mr Charles Irwin

Chair of the Finance, Audit & Risk Committee

Charles Irwin was appointed to the Board on 1 June 2016 by the Minister for Children and Youth Affairs following selection through the PAS process. Charles is an Accountant.

Ms Laoise Manners

Laoise Manners was appointed to the Board on 10 January 2017 by the Minister for Children and Youth Affairs. Laoise is a residential social care worker and part of the medical team in Oberstown. She is an elected staff nominee.

Ms Sinéad O'Herlihy

Member of the Governance Committee

Sinéad O'Herlihy was appointed to the Board on 1 June 2016 by the Minister for Children and Youth Affairs. She is a night supervising officer in Oberstown. She is an elected staff nominee.

Mr Don O'Leary

Don O'Leary was appointed to the Board on 17 July 2017 by the Minister for Children and Youth Affairs, following selection through the PAS process. He is the Director of the Cork Life Centre, a voluntary organisation offering an alternative learning environment to young people who find themselves outside mainstream education.

Mr Pat Rooney

Pat Rooney was appointed to the Board on 1 June 2016 by the Minister for Children and Youth Affairs. He is a local community representative, resident in the vicinity of the Oberstown Campus.

Ms Emer Woodfull

Emer Woodfull was appointed to the Board on 1 June 2016 by the Minister for Children and Youth Affairs, following selection through the PAS process. She is a practicing barrister at the Law Library Dublin who was called to the Bar in 2003. She has a background in child, criminal, investigative, inquiry and employment law. She was previously an award-winning current affairs broadcaster and series producer in RTE, the national broadcaster.

Board Actions During 2019 January-June

- ◆ Developed a new policy framework embedding children's rights into the operations of the Campus.
- ◆ The Board commissioned the Institute of Public Administration to undertake a board effectiveness review.
- ◆ Version 3 of the Governance Handbook was approved including the Code of Conduct for Board Members which was approved subject to ministerial sign-off.
- ◆ The Customer Charter was provisionally approved, subject to the input of the Campus Council.
- ◆ The Staff Code of Conduct was also approved and circulated to staff.
- ◆ Monitoring the implementation of the Oberstown Strategy and supporting the Director in delivering on strategic objectives.

Oberstown Board of Management July-December 2019

Professor Ursula Kilkelly - Chairperson

Chair of the Governance Committee

Professor Ursula Kilkelly was reappointed Chairperson on 1 June 2019 for a term of four years.*

Mr Eamon Clavin

Member of the Governance Committee

Eamon Clavin was reappointed to the Board on 4 July 2019 for a term of four years.*

Ms Bernadette Costello

Chair of the Audit & Risk Committee

Bernadette Costello was appointed to the Board on 4 July 2019 for a term of four years, following selection through the PAS process. Bernadette is a Chartered Accountant and past Chair of Chartered Accountants Ireland Audit Committee and Chair of the Board of Accounting Technicians Ireland. She is a former Director of Internal Audit & Risk Management, National University of Ireland, Galway and has extensive experience in financial and management accounting, corporate governance and related areas.

Ms Linda Creamer

Linda Creamer was reappointed to the Board on 4 July 2019 for a term of four years.*

Mr Tadgh Delaney

Member of the Audit & Risk Committee

Tadgh Delaney was reappointed to the Board on 4 July 2019 for a term of four years.*

Ms Jennifer Gargan

Member of the Governance Committee

Jennifer Gargan was appointed to the Board on 4 July 2019 for a term of four years, following selection through the PAS process. A qualified social worker, Jennifer has worked in the areas of community development, child protection and family support. As CEO of EPIC, Jennifer was an active advocate for the rights of young people with care experience in order to bring about changes in legislation, policy and practice.

Ms Elizabeth Howard

Elizabeth Howard was reappointed to the Board on 4 July 2019 for a term of three years.*

Ms Laoise Manners

Laoise Manners was reappointed to the Board on 4 July 2019 for a term of two years.*

Mr John McDaid

Member of the Audit & Risk Committee

John McDaid was appointed to the Board on 4 July 2019 for a term of four years, following selection through the PAS process. John is the Chief Executive of the Legal Aid Board having previously worked for the Board as a solicitor and also having worked in private legal practice.

Mr Craig Mulligan

Craig Mulligan was appointed to the Board on 4 July 2019 for a term of two years. He is a residential social care worker in Oberstown. He is an elected staff nominee, appointed by the Minister for Children and Youth Affairs.

Mr Don O'Leary

Don O'Leary was reappointed to the Board on 4 July 2019 for a term of three years.*

Mr Pat Rooney

Pat Rooney was reappointed to the Board on 4 July 2019 for a term of three years.*

Ms Emer Woodfull

Emer Woodfull was reappointed to the Board on 4 July 2019 for a term of three years.*

* Please see full biography in earlier Board section.

July – December

- ◆ The new Board received a comprehensive induction covering relevant law and policy, and the principles of the Code of Practice for the Governance of State Bodies.
- ◆ The Board met Minister Katherine Zappone at their first meeting, which took place in the Department of Children and Youth Affairs in September 2019.
- ◆ Committees on Governance and on Audit & Risk were reconstituted with new Board membership and revised terms of reference.
- ◆ The policy framework, including 12 Campus rules, was forwarded to the Department of Children and Youth Affairs seeking the Minister's consent to adopt the rules under section 179 of the Children Act 2001.
- ◆ The Board commissioned research to explore the experience of young people on remand.
- ◆ The Board approved the proposal for the development of the Strategic Plan 2020 – 2023.
- ◆ The Board initiated a review of the operational model for the Campus senior management team.
- ◆ The Board approved the Customer Charter. Following consultation, the input of the young people was incorporated into the document.
- ◆ The Board approved an Oversight Agreement between Oberstown Children Detention Campus and the Department of Children and Youth Affairs.

Board Committees

Audit & Risk Committee

The committee met six times during 2019 to review the financial management and controls of Oberstown, reporting to the Board. During 2019, the committee approved the 2018 annual accounts.

Governance Committee

The committee met six times during 2019 to review the governance of Oberstown, reporting to the Board. During 2019, the committee approved a workplan for the Committee for 2020.

Required Reporting Matters Conflict of Interest

In line with the Code of Practice for the Governance of

State Bodies, if a Board member knows that they have a personal, professional, or financial interest in relation to the decision being made by the Board, they should declare any such interest to the Chairperson. There were no reported conflicts of interest during 2019.

Risk Management

During 2019, a Strategic Risk Register was developed. Through this process a comprehensive assessment of the organisation's principal risks was undertaken and mitigation measures were set out. The risk register is kept under review and updated as required.

Protected Disclosures

Oberstown has a protected disclosures policy. In line with this policy the Board of Management report on any such disclosures for the annual report period. During 2019, no protected disclosures were made in line with the policy.

Gender balance

As at 31 December 2019, the Board had six (50%) female and six (50%) male members, with no positions vacant. The Chairperson is female.

The Board therefore meets the Government target of a minimum of 40% representation of each gender in the membership of State Boards.

Working at Oberstown

During 2019, 267 staff were employed in Oberstown, which equated to 248 whole-time equivalents.

Development of Staff at Oberstown

The development of people and the organisation at Oberstown is a core pillar of the Oberstown Strategy. Oberstown is committed to supporting staff through ongoing career development and training, to equip them to provide the best possible care for young people in detention.

Leadership and Development

The LEAD (Leadership, Exploration and Development)

Executive Education Programme was developed by Dublin City University (DCU) to support the Oberstown management team and build the skills and competencies required to ensure the Campus meets best practice in providing care for young people in detention.

The programme, which constituted a major investment in the development of leadership skill and capacity in Oberstown, commenced in January 2019. Topics covered included Leadership & Management, Personal Awareness, Practical Management Skills, Coaching for Results, Motivating Others, Team Development, Communication and Influencing Skills.

In October 2019, 27 Oberstown managers became the first graduates of the programme.

Other workplace training supports include STORM (Skills Training on Risk Management). This was delivered to care teams and peer support workers during 2019 with 97% attendance. Restorative practice also saw a high attendance rate, with 97% participation by frontline staff during 2019.

Refresher training was provided to 35 Peer Support Workers in Oberstown.

In total during 2019, 334 training courses were delivered – including The Management of

Financial Management

The budget of Oberstown Children Detention Campus is allocated through the Department of Children & Youth Affairs. In 2019 the financial allocation for Oberstown Children Detention Campus was €23.324m.

As set out in Section 173 of the Children Act 2001, the Board of Management is responsible for preparing financial statements

and for ensuring the accountability of Oberstown Children Detention Campus.

Throughout 2019, Oberstown Children Detention Campus continued to manage its financial resources in line with governance requirements. The use of budgeting and ongoing forecasting enabled secure management of actual expenditure against planned and

available resources. There were further upgrades to the financial software that processes financial transactions and provides management information to support decision-making.

The financial statements are audited by the Office of the Comptroller and Auditor General.



Oberstown managers, with Professor Daire Keogh, Deputy President, DCU, at the graduation ceremony for the DCU LEAD Programme.

Actual or Potential Aggression (MAPA), Critical Incident Stress Management (CISM), Manual Handling, First Aid, Fire Awareness Training including evacuations and drills, CEHOP and Children First – Safeguarding.

Outcome Star

Outcome Star is a set of tools for measuring and supporting change when working with people. It is a unique and innovative way for frontline services to demonstrate their impact whilst improving their keywork.

It is an outcomes tool that can help young people to make changes by providing them with a clear picture of their journey towards greater independence and choice, enabling them to take measurable steps and plot progress along the way.

At the start of 2019 Outcome Star was identified as the Campus assessment tool to provide staff with a tool that assists young people in a holistic manner, rather than focusing on only one area of their life e.g. desisting from crime. In December 2019, six unit managers and twelve residential care workers were trained in the use of Outcome Star. This has now been rolled out across Campus in paper-based format with an online portal commencing in early 2020.

Human Resources

The Human Resources department at Oberstown was restructured in March,

separating human resource management and payroll functions to comply with auditing/governance best practice.

During 2019, an HR Policy Review Project was undertaken, whereby 48 HR policies and six data protection policies were reviewed and updated in line with legislation. The review was an engaged project, with consultation and feedback from colleagues, managers, department heads and union representatives.

It is now under final review before being presented to the Board of Management for approval.

During 2019, a number of recruitment campaigns were held, including three campaigns for residential social care workers. Other campaigns included the recruitment of personnel in health and safety, facilities management, day/night unit management, administrative and HR grades.

All new staff undertook a three-week induction programme with HR, specifically designed to provide them with the information, skills and tools to work in Oberstown.

Staff Wellbeing

Oberstown recognises the link between health & wellbeing, staff engagement and organisational performance. Running alongside the learning and development strategy is a comprehensive health and

wellbeing strategy that has led the way in the promotion of staff wellbeing.

The inaugural strategic health & wellbeing framework, Working Well, was developed by Cara Driscoll, the organisational psychologist in Oberstown, and launched in January.

The Working Well framework is made up of four pillars with specific strategic objectives:

- ◆ Work Safe: creating a safe and healthy working environment and culture
- ◆ Work Healthy: commitment to engaging in healthy initiatives; encouraging and supporting employees to develop and maintain healthy behaviours
- ◆ Work Well: a collaborative approach to wellbeing and recognising the challenges within the working environment. Building awareness regarding physical and emotional wellbeing in self and others
- ◆ Work Wise: the creation of an inclusive team working environment.

Some key developments delivered under the strategy were:

Work Safe

- ◆ After Incident Review (AIR) process was rolled out on Campus and AIRs were conducted to improve individual and organisational learnings.



Tony Hatton, Training Officer, in the recreational area of one of the residential units.

- ◆ A target of 70% was set to deliver training to frontline staff in the area of suicide prevention and self-harm mitigation (STORM). By the end of 2019 this target was exceeded, with 94% of frontline staff trained in STORM skills.
- ◆ Achieved ISO 45001 for occupational health and safety management systems.

Work Healthy

- ◆ Wellbeing Day and Wellbeing Week included workshops and events on Campus.
- ◆ Slí na Sláinte walking routes were established on Campus.
- ◆ A wellbeing calendar of events was developed and included monthly themed events and awareness days, such as green ribbon mental health awareness, sun smart involving the Irish Cancer Society and peer support.

- ◆ Promotion of physical health on and offsite, including cycle to work and fitness initiatives.

Work Well

- ◆ Flu vaccinations were provided for employees on Campus.
- ◆ Employee Assistance Provider delivered support to Campus at individual and organisational level.
- ◆ Peer Support Worker service was embedded and

undertook Mental Health First Aid Training.

- ◆ DCU Leadership Exploration and Development (LEAD) programme – 27 managers participated in the bespoke programme.
- ◆ Critical incident refresher training was delivered to managers and PSWs.
- ◆ *How Are You?* campaign was run to inform all staff of mental health and wellbeing.

Work Wise

- ◆ Work commenced on the exploration of employee engagement and living our organisational values

Health and Safety

During 2019, the health and safety team placed an emphasis on the establishment and integration of health and safety throughout the Campus. Household, administration, catering, security, activities, medical and facilities adopted the Campus risk management system, creating continuity across departments.

The lowest number of Health and Safety Authority (HSA) reportable injuries to date was achieved in 2019, a reduction of 41% on 2018. This has also impacted on the number of lost day injuries, falling to 19 in 2019, down 48% from the previous year. It is noted that the increase in reporting in 2019 has allowed for a more proactive approach to control measures on Campus.

The health and safety team have extended the scope of audits and introduced score-based audits, which allows the Campus to track progress and identify improvements required.

The establishment of a health and safety file on Campus created a centralised place for health and safety information for Oberstown employees, including the Campus safety statement, risk assessments, safety data sheets and safety memos.

Ongoing Campus health and safety inductions were undertaken with new employees, contractors, visitors and external bodies such as ACTS, FCAMHS, Le Chéile and the Ombudsman for Children's Office. Specific induction training was created and presented to all new staff members on Campus.

Other health and safety training continued, with risk assessment, health and safety and chemical safety training completed with staff in Q3 and Q4 of 2019.

Oberstown Children Detention Campus was Occupational Health and Safety Management System ISO 45001 registered as of March 2019.



External And Internal Communications And Engagement

The Oberstown Communications & Engagement Strategy sets out the organisation's communications objectives until 2020. The strategy is in line with the Oberstown mission, vision and values, and supports the delivery of the Oberstown Strategic Plan 2017 - 2020. The strategy provides a framework that directs communications both internally and externally in Oberstown. During 2019, work continued to enhance and promote consistent and clear communications with specific audiences in line with the objectives of the Oberstown Strategic Plan.

Internal Communications

Oberstown is committed to open and transparent communications with staff and stakeholders.

Internal communications goals in the Oberstown Communications & Engagement Strategy for 2019 focused on strengthening staff engagement – by being more open, accountable and transparent – and identifying new communications tools and opportunities to communicate Oberstown's messages more engagingly and to a wider audience.

- ◆ The Oberstown monthly newsletter was delivered digitally to all staff on Campus.
- ◆ Campus bulletins were disseminated weekly from

the Campus communications meeting and monthly from Board of Management meetings.

- ◆ A communications email was set up to communicate with staff and to encourage feedback.
- ◆ The Oberstown website was continuously updated with news, publications and statistics in order to become a consistent and valuable source of information.

External Communications

External communications goals for 2019 focused on communicating more effectively with stakeholders, the media and the public in order to increase public awareness and understanding of the role and work of Oberstown and deliver key Oberstown messages.

The young people in Oberstown were supported in sharing their experiences of Oberstown with the media, with the aim of giving the wider community an insight into Campus life. One young person participated in a media interview with the Irish Examiner in relation to the young people programmes they had undertaken and the progress they have made while on Campus. Two young people were interviewed by the Irish Times for a feature on the Street Law programme. Feedback from the young people was that they valued these opportunities to share their experiences.

Stakeholder Engagement

In 2019, Oberstown sustained proactive stakeholder engagement and continued to communicate with external agencies to develop and strengthen partnerships.

In early 2019 Oberstown held a seminar, *Education – Closing the Gap for Children in Detention*. Speakers included: Professor Aine Hyland, Emeritus Professor of Education, University College Cork; Senator Colette Kelleher; Dr Fionnuala Anderson, Director of Further Education and Training, DDLETB; and Shane Griffin, advocate for young people and careleavers.

Representatives from Oberstown attended the 2019 Social Care Ireland conference, where Organisational Psychologist Cara Driscoll gave a talk on the Campus wellbeing strategy. There was also a stand with information about Oberstown for attendees.

In May 2019 Oberstown Deputy Director Damien Heron shared his perspectives on National Incident Management System (NIMS) Incident Reporting and Investigating, at the 2019 Enterprise Risk Network conference.

In August 2019, Director Pat Bergin spoke at the UCC North South Criminology Conference about translating the theory of a child's rights-based approach

into practice in a detention centre.

In October 2019, Oberstown hosted an open day on Campus for third level educational institutions, attended by representatives from IT Carlow, IT Sligo, IT Waterford, Athlone IT and TU Dublin.

Also in October 2019, Advocacy Officer, Gráinne Smyth, attended the Dublin Safer Families conference.

An on-site meeting was held at Oberstown with a number of key external stakeholders. A joint presentation by the Director and the Chairperson of the Board of Management outlined the goals of the Oberstown Strategic Plan. Progress against those goals was discussed and stakeholders had an opportunity to contribute viewpoints and ask questions during a constructive session.

Public and Media Engagement

Over the course of 2019 Oberstown continued to work to increase public awareness of the Campus by working proactively with the media to ensure that coverage presented a fair, accurate and true reflection of Oberstown.

Proactive media campaigns across the year highlighted the organisation as a supportive working environment and showcased the care and support provided to young people on Campus.

The website was further developed as a tool for attracting



new staff to the organisation, featuring news and updates, as well as increasing transparency through the regular publication of Campus statistics.

Monthly occupancy levels and snapshot 'Point in Time' statistics were also published throughout 2019. As well as serving to educate and inform, this data supports internal decision-making in areas such as managing behaviour, use of restrictive practices, and the needs of young people. The information is reviewed at Campus management level and is routinely interrogated at Board of Management meetings.

In February 2019, Oberstown welcomed Cormac O'Keeffe, justice correspondent with the Irish Examiner, to Oberstown. The visit resulted in a large feature in the Irish Examiner, which discussed the programmes on Campus that address offending behaviour and included interviews with senior Campus management and a young person.

Over the course of the year, Campus initiatives and programmes attracted media coverage. The Java Republic training programme, Gaisce Awards, Street Law programme and Oberstown's partnership with Image Fitness all received coverage across national and local media.

On radio, Newstalk with Pat Kenny and Drivetime with Mary Wilson featured Deputy Director Damien Hernon and Board Chairperson Ursula Kilkelly

during 2019 in items covering life at Oberstown and the publishing of statistics.

The Irish Times interviewed Cara Driscoll about the Health and Wellbeing programme for Oberstown staff. The article 'Caring for the carers: Looking after the wellbeing of frontline workers' appeared in June and detailed the work under way on campus around mental health and peer support.

The publication of the Q1 statistics was covered in a number of publications including an article in the Irish Times, written by Conor Gallagher who visited the campus and interviewed both the Deputy Director and Director.

Online Communications

The Oberstown website continues to be an important source of information for our stakeholders and the general public. Website traffic rose

significantly, with 35% more visitors in 2019 than in 2018.

In March, Oberstown began to use Twitter as a communications platform to engage with external stakeholders. LinkedIn was also used to share campus updates and employment opportunities.

Engaging with the Local Community

During 2019, Oberstown made further efforts to build relationships with its neighbouring community. The catering department continued to provide meals for Meals on Wheels locally. In December, the Oberstown household and catering staff ran the annual Seniors' Christmas Dinner at the Man O' War GAA club, for which young people from Oberstown designed and printed Christmas cards and baked shortbread as gifts for those attending. Oberstown staff have been contributing to the community in this way for 28 years.



Artwork created by young people at Oberstown

Appendix 1

Review of the Implementation of the Oberstown Children Detention Campus Strategic Plan		
Ref.	Goals	Progress for 2019
Strategic Objective 1		
Provide the best possible care for young people		
1(a)	Review and revise all relevant policies that support the CEHOP framework. Promote staff awareness of these policies and improve management responsibility for their implementation.	Children's Rights Framework has been developed, following widescale consultation including with young people, staff and external stakeholders. It was approved by the Board in 2019 and has been submitted to DCYA for consideration. A Care Policies Project was initiated to review all policies in line with this Framework. This will be completed in 2020.
1(b)	Appoint a Young People's Programme Manager to develop and lead out on specific evidence-based programmes to address offending behaviour.	A review of offending behaviour programmes was undertaken by the Young People's Programme Manager. This resulted in changes to the approach of approach of both programme development and implementation. A booklet on all programmes has been developed as an information guide and this has been disseminated throughout the Campus. The Probation Service on Campus was reviewed however, due to personnel leaving, the current resource will be undertaken in early 2020.
1(c)	Review behaviour management policies and procedures in consultation with staff and taking into account the views of young people.	A review of the behaviour management on Campus was initiated and included a review of the rating system. The implementation of safety plans was also undertaken and developed into practice. A formal review of the behaviour management policy was included in the Children's Rights Framework and the procedures project will consider practice improvements across the Campus.
1(d)	Ensure that restricted practices are implemented in line with approved policies and procedures.	A review of restrictive practices is ongoing. Reviews of individual incidents occur in real time. The Board reviews the trends in the use of restrictive practices monthly. Evidence has shown a significant use of alternative approaches have resulted in a reduction of single separation and physical interventions.
1(e)	Take further steps to promote a Campus-wide and holistic approach to CEHOP, with shared practices and approaches across residential units and the Oberstown School, with enhanced access to learning in line with the needs of young people.	Some progress has been made in this area. The appointment of an Advocacy Officer has seen a significant increase in consultation with young people on a range of aspects of their living and care. The outcome of these consultations have been shared with staff and the Board. The Campus Council is now part of the consultation process and regular unit meetings are held in many of the residential units with staff and young people. Some programmes are provided by teachers and care staff in collaboration however further work is required to be undertaken to develop more joint initiatives. Formal communication between the Board of the Campus and the school has been initiated to progress these and related issues. This engagement will continue in 2020. A review is underway of the activities and programmes available to young people on remand to ensure fairness and suitability of approaches to meet their needs. Significant progress has been made to ensure placement planning is used to support young people on remand.

Review of the Implementation of the Oberstown Children Detention Campus Strategic Plan		
Ref.	Goals	Progress for 2019
1(f)	Work with external agencies to ensure that the complex needs of young people in Oberstown are met.	Important progress was made in this area. A stakeholders' information session was held on site in October 2019. A seminar for stakeholders was also undertaken in 2019 to address core issues relating to young people in detention (mental health and substance misuse). Stakeholders have been invited to participate in the new strategic planning process for the Campus and to advise as to how best to support young people who have contact with the juvenile justice system. Due to personnel changes on Campus in September 2019, the mapping exercise was not progressed. We have initiated a process of reviewing service level agreements, memorandums of understanding and communication protocols.
1(g)	Adopt a Campus strategy to promote the participation of young people in decision-making.	The Advocacy Officer has full responsibility for the implementation of the complaints process for young people and there is evidence that through her proactive engagement the number and seriousness of complaints has decreased. Monthly reviews of the complaints received by the Advocacy Officer is undertaken by the Director's Office. The Ombudsman for Children's Office continue to attend on Campus every six to eight weeks to ensure young people's rights are met.
By 2020, we will: Promote Oberstown as a secure and safe environment for the care of young people by providing suitable physical infrastructure and the effective implementation of all operational procedures in its use.		
1(h)	Work with our stakeholders to agree a campus facilities management plan that provides effective management and support for the physical estate.	A Campus Facility Manager was appointed in 2019 to ensure the contracted facility management contract was fully met. We have reviewed elements of the contract to ensure compliance with work programmes. A tendering process is due to be initiated in 2020 as the current contract ends in 2020. Provision is in place to extend the contract for 12 months to allow the tendering process to be completed.
1(i)	Develop a plan for the future of the physical Campus, identifying priority physical works.	All identified remedial works were completed as identified in the reviews. Discussions have been initiated with DCYA on the long term plan for the Campus and the resources required to ensure the site is fit for purpose. This matter will be progressed further in 2020.

Review of the Implementation of the Oberstown Children Detention Campus Strategic Plan		
Ref.	Goals	Progress for 2019
By 2020, we will: Have in place multi-agency and specialist support to deliver effective assessment and clinical and therapeutic services to young people in line with their needs.		
1(j)	Ensure that the best supports and services are provided to young people in Oberstown and where possible on their return home in conjunction with other agencies.	The clinical services provided by the Assessment Consultation Therapy Service (ACTS) were put in place in 2019. As of December, a dedicated clinical team, consisting of psychology, speech and language, addiction services and social work are based on site at Oberstown. The ACTS team operates the CEHOP framework and there is regular engagement between the clinicians on a formal and informal basis within the placement planning process. Engagement with ACTS on communication protocols and complaints procedures was progressed during 2019. Some matters remain outstanding and are due to be concluded in early 2020. The development of a service level agreement with the FCAMHS has not been significantly progressed due to challenges around the sharing of information. This matter will be progressed in 2020 with a scheduled meeting on multidisciplinary working planned. Service level agreements with YAP, Le Chéile, CDI and other services have progressed. Some work was undertaken with Tusla in September 2019 but more needs to be done. The review of the mechanisms under the Children Act has not yet been undertaken, but mobilities and temporary release continue to be used to facilitate young people's return to their family and community.
1(k)	Take steps to make publicly available information on the care provided to young people and factors associated with their care in conjunction with the IYJS and Department of Children and Youth Affairs.	Three year analysis of Q1 admissions to Oberstown was completed in 2019. This information was published and informed national discussions on the characteristics of young people placed in detention. The website was amended to support easier access to information. Campus statistics and information are placed on the website in a timely manner.
1(l)	Take steps to ensure that the range of supports that young people need are provided through better placement planning, effective working with key workers and ensuring that young people have a say in these processes in line with the Oberstown Strategy on the Participation of Young People in Decision-Making.	The formal review of placement planning is outstanding. However consultation with young people on placement plans determined a comprehensive knowledge of the process, the areas of consideration and the desired outcome. Further examination of the effectiveness of the placement planning process was undertaken through consultation with the parents of young people in Oberstown on their experience of the care of their children and engagement with Oberstown staff. The Advocacy Officer is working with key workers to ensure that young people's views are sought and considered within the placement planning process. A review of the placement process highlights a high percentage of young people attending the placement planning meetings.

Review of the Implementation of the Oberstown Children Detention Campus Strategic Plan		
Ref.	Goals	Progress for 2019
1(m)	Deliver on the Oberstown agreed measures and metrics to support the full implementation of CEHOP.	This action did not progress as the development of the Case Management System was underway and extracting data from the system on aspects of CEHOP required data to be recorded over a period of time. More information will be available from early 2020 on the metrics associated with the implementation of CEHOP.
By 2020, we will: Promote the collation, analysis and use of good quality data to support the quality of care provided to young people.		
1(n)	Implement the new case management system across Campus, providing enhancing recording of decision-making.	A audit on the implementation of the Case Management System has been undertaken and improvements have been identified and put in place. The last of these identified improvements was completed in December 2019. Work is underway to develop a comprehensive system to extract further information from the case management system. This project involves the Department of Justice IT division.
1(o)	Ensure that accurate data is readily available to decision-makers and taken into account in both operational and strategic decision-making.	The Care Office has taken a lead role on information analysis and a review of data on young people on remand during 2019 is being undertaken to be completed by March 2020. Improvements have been made in the sharing of information in a number of areas including health and safety, sick leave, staff attendance, incident reporting, restrictive practices, campus capacity and bed management.
1(p)	Take steps to make publicly available information on the care provided to young people and factors associated with their care.	Information continues to be made available on the Oberstown website including the Publication of the Q1 2019 characteristics data, the Annual Report 2018, information on occupancy and restrictive practices.
Strategic Objective 2 Develop our people and our organisation		
By 2020, we will: Have in place a people and career development strategy with clear alignment to employee development, skills enhancement, continuing professional development and succession management practice.		
2(a)	Have in place a skills matrix for all staff.	A training needs analysis was completed in 2019. A new training officer post was recruited and the person took up their post in December 2019. A comprehensive file review of all staff is underway to source information on staff to support skills training.
2(b)	Develop and implement a staff training and development plan consistent with identified needs from our performance management process.	Recruitment continues across all departments. Skills gaps are identified and relevant posts advertised and filled.
2(c)	Develop a set of career pathways where applicable and appropriate for staff.	A number of internal posts were created and filled giving staff opportunity for promotion. A number of inter-departmental opportunities have been supported including changing of roles to support learning and development.

Review of the Implementation of the Oberstown Children Detention Campus Strategic Plan		
Ref.	Goals	Progress for 2019
2(d)	Develop and implement a continuing professional development (CPD) model for all grades within Oberstown.	The training needs analysis was not completed until Q3 2019 leaving insufficient time to progress CPD across the Campus. Funding available was allocated to implementing a leadership program for 27 managers for 9 months in 2019. CPD for 2020 will be reviewed in Spring 2020. Engagement with CORU is under way but registration is not now expected to open until 2022. The situation will be kept under review.
By 2020, we will: Implement our revised grading structure with appropriate promotional opportunities for staff.		
2(e)	Engage with our staff and trade unions to ensure that our existing grading structure and proposed additional grading opportunities are negotiated and implemented.	A consultation process with RSCWs and NSOs was undertaken in 2019 with respect to their rosters. A formal request has been issued to the trade union to engage with management to progress a roster review by the end of the year, for implementation in February 2020.
2(f)	Review our practices to ensure that fairness and transparency applies in all promotional situations.	The leadership programme (LEAD) was undertaken by all 27 Oberstown managers across the Campus.
By 2020, we will: Put in place a programme of supports and enablers to ensure the smooth implementation of registration for our Residential Social Care staff.		
2(g)	Ensure that we have identified the necessary competencies and modules necessary for residential social care staff to meet the impending standards and put in place the needed training programmes.	The training needs analysis has been completed. The Training Officer appointed in 2019 will progress the matching of the training needs analysis and training needs in 2020.
2(h)	Assess the gaps between our existing staff groups' knowledge and practice and standards.	The newly appointed Training Officer will advise on the findings of the analysis and the training needs approach to roll out in 2020.
2(i)	Recruit all future new care staff to the necessary standards for certification and registration.	This action has not been undertaken and is a priority for 2020
By 2020, we will: Have reviewed and enhanced our performance management processes and ensure that all staff have a clear understanding of their roles and responsibilities staff.		
2(j)	Implement phase 1 of the Performance Management Development System (PMDS) for management.	PMDS was rolled out for the Campus Senior Management Team in 2019 and PMDS training is planned for middle managers in 2020.
2(k)	Roll out PMDS for other staff groups.	
2(l)	Invest in our management groups with a view to developing and enhancing their capability to support better decision-making in all areas.	This action was completed in 2019. The leadership programme (LEAD) was undertaken by all 27 Oberstown managers across the Campus.

Review of the Implementation of the Oberstown Children Detention Campus Strategic Plan		
Ref.	Goals	Progress for 2019
Strategic Objective 3		
Implement the policies, procedures and standards consistent with the best model of detention for young people		
By 2020, we will: Have adopted a revised policy and procedure framework, ensuring unambiguous guidelines and procedures are in place in all areas.		
3(a)	Ensure that all revised Campus policies are evidence-based, communicated effectively to staff and young people, and their implementation supported by unit and senior managers.	Consultation with staff on HR policies was completed in 2019. A new suite of HR policies was finalised and was referred by the Board to IBEC for review. They are expected to be approved by the Board in January 2020. The Children's Rights Policy Framework was adopted by the Board in 2019 and is with the DCYA for ministerial approval.
3(b)	Implement a system of regular policy review, taking into account the views of young people and staff.	In line with the Children's Rights Policy Framework, policies have been developed and adopted by the Board and are now pending the approval of the Minister. Consultation was undertaken with young people as part of this process.
3(c)	Take steps to promote and test consistent adherence to recording decision-making.	Audits have been completed to determine compliance with the case management system and recording requirements. Measures have been put in place to address the shortcomings identified. Management structures have been used to support improvements in recording decisions.
3(d)	Ensure information is available to the Board of Management to enable scrutiny of Campus policy implementation.	The Advocacy Officer presented to the Board on the operation of her role and on the Board's request has sought the views of young people on their preferred method of consultation with the Board. A process of engagement with young people by Board representatives has been identified as the preferred approach and this will begin in January 2020. The Board continues to scrutinise data and to seek new data to enable it to review policy implementation and assess outcomes for young people.
By 2020, we will: Have in place appropriate external certification of our operation such as ISO for Health and Safety and ISO accreditation in our Catering Department.		
3(e)	Commence the documentation of 'how we do things' from a quality standards perspective in Oberstown for the health and safety and catering functions.	Compliance with this standard was achieved for catering and health and safety in 2019. Due to key personnel changes, this delayed the roll out to other departments in 2019.
3(f)	Put in place a project team to drive the ISO accreditation processes in these areas.	ISO accreditation was achieved and measures taken to ensure retention of the standard.
By 2020, we will: Develop a programme to support student placement and continuing professional development for staff.		
3(g)	Engage with relevant higher education providers to identify opportunities for student placements.	Engagement was undertaken with third level colleges with an open day held on Campus in October 2019. Student placements will come into effect in 2020 as per agreement with the relevant colleges.
3(h)	Actively promote a system of continuing professional development for staff.	A Practice Placement mechanism was put in place with the relevant colleges in 2019. The academic and education support programme will not be reviewed until 2020 due to priority given in 2019 to the LEAD programme for managers

Review of the Implementation of the Oberstown Children Detention Campus Strategic Plan		
Ref.	Goals	Progress for 2019
Strategic Objective 4		
Enhance communications aligned to our values and mission		
By 2020, we will: Have enhanced the public understanding of the Oberstown mission and vision to provide excellence in the care and education of young people in detention.		
4(a)	Adopt a Communications and Engagement Strategy to ensure stakeholders are regularly informed of Campus developments and initiatives.	Although communications are kept under regular review, a formal review of the Strategy was not undertaken due to changes in key personnel. This will be undertaken once the Communications Officer is in post in 2020.
4(b)	Continue to engage with the public to raise awareness about and build confidence in Oberstown.	A recruitment campaign was undertaken to appoint the Communications Officer. However, no appointment was made. This will be advanced in 2020.
4(c)	Enhance staff understanding of their roles and their contribution to developing pro-social model of engagement with young people.	Consultation was undertaken on the recommendations of the literature review and the implementation of the recommendations. This will be progressed further in 2020.
By 2020, we will: Support strong engagement with our neighbouring community.		
4(d)	Engage with our neighbours to better understand their needs.	Quarterly meetings were held in 2019 between neighbours and the Director.
4(e)	Develop an enhanced community engagement programme to ensure these needs are met in a mutually beneficial way.	A system was put in place which is operating well and in line with neighbours' expectations.
By 2020, we will: Implement a series of actions to create an Oberstown Campus culture.		
4(f)	Support the development of the associated behaviours for our values and communicate how these values affect our practice.	Campaigns to drive the mission, vision and values across the campus were undertaken including internal communications, town hall meetings and discussions with staff and young people.
4(g)	Seek to enhance the reputation of the Campus through a series of culture initiatives and the creation of a common language.	Two external events were organised in 2019 to publicise the work of the Campus. A series of events were held on Campus to highlight mental health, physical health and wellbeing approaches for staff, and to recognise achievements of the young people such as awards received.
4(h)	Develop and implement a staff engagement programme to focus on cultural change.	An active process of internal communication is in place. Views have been sourced from staff on range of issues through surveymonkey, town hall meetings, training sessions and After Incident Reviews.
Strategic Objective 5		
Deliver robust governance at all levels and drive effective accountability		
By 2020, we will: Establish a clear understanding of the Oberstown governance structure.		
5(a)	Make available a clear concise map of the organisational structure with areas of responsibility.	This has been completed and communicated to all staff.
5(b)	Implement the legislation and policies as set down by the Minister for Children and Youth Affairs.	A robust process has been put in place to ensure the implementation of national law and policy by Campus management. Particular progress has been made in lowering the use of restrictive practices.

Review of the Implementation of the Oberstown Children Detention Campus Strategic Plan		
Ref.	Goals	Progress for 2019
5(c)	Develop and implement a Campus Code of Conduct.	The Code of Conduct for Board members was adopted by the Board as part of the Governance Handbook. This is now with DCYA for consideration. The staff code of conduct will be approved as part of the new HR policy framework.
5(d)	Ensure that good practice in governance is applied in all areas of our operations.	A Board Effectiveness review was undertaken by the IPA in 2018 and its recommendations form part of a workplan adopted by the Board in 2019. A review of the implementation of the Governance Handbook is currently underway. The induction for the new Board of Management was undertaken in September 2019 fully in line with the IPA recommendations and the Code of Practice for the Governance of State Bodies.
By 2020, we will: Continue to enhance the accountability provided by management, including the Board of Management of Management, for the Campus.		
5(e)	Have effective IT systems in place to act as an enabler of enhanced case management, information sharing and availability of relevant data for decision making.	This action remains outstanding.
5(f)	Ensure the Board is supported to provide effective oversight by the provision of timely information.	Ongoing following completion and approval of the Governance Handbook by the Board of Management.
5(g)	Engage with a variety of audiences nationally and internationally to share the experiences and expertise in the practices of youth detention.	Although an international event has not yet been hosted, Oberstown participated actively in the Global Study on Children Deprived of Liberty. The Chairperson attended and spoke at the launch of this event in Geneva in November 2019, along with another Board member. International engagement also took place via the Director's study visit to New Zealand in October 2019.
5(h)	Actively participate in youth justice decision-making at national level, including in the development of a long-term vision and legislative programme for the sector.	The Chairperson and Director continue to actively engage publicly, including through print and broadcast media, on matters of priority to Oberstown. Participation in the Global Study was completed with young people acting as the advisory group and participating directly in the global consultation.

Appendix 2

Board of Management Meeting Attendance January - June 2019

Name	11/01/2019	08/02/2019	21/03/2019	15/04/2019	28/05/2019	Total Meetings Attended
Ursula Kilkelly	✓	✓	✓	✓	✓	5
Sinead O'Herlihy	✓	✓	✓	✓	✓	5
Pat Rooney	✓	✓	✓	✓	✓	5
Elizabeth Howard	✓	X	✓	✓	✓	4
Charles Irwin	✓	X	✓	✓	✓	4
Diego Gallagher	✓	X	✓	✓	✓	4
Emer Woodfull	✓	✓	✓	✓	✓	5
Mr Michael Farrell	X	✓	✓	✓	✓	4
Laoise Manners	✓	X	✓	✓	✓	4
Tadgh Delaney	✓	✓	X	✓	✓	4
Don O'Leary	✓	✓	✓	X	✓	4
Linda Creamer ¹	✓	X	X	✓	✓	3
Eamon Clavin ²	N/A	✓	✓	✓	✓	4

¹ Linda Creamers Term commenced January 2019

² Eamon Clavin's term commenced 05 February 2019

Governance Committee Attendance January - June 2019

Name	08/02/2019	13/03/2019	07/05/2019	Total attended 2019
Sinead O'Herlihy	✓	✓	✓	3
Mr Michael Farrell (Chair)	✓	✓	✓	3
Eamon Clavin	X	X	✓	1
Ursula Kilkelly	X	X	✓	1

Eamon Clavin joined the Governance Committee in April 2019.

Finance, Audit & Risk Committee Attendance January - June 2019

Name	02/02/2019	12/03/2019	10/04/2019	17/05/2019	Total attended 2019
Charles Irwin (Chair)	✓	✓	✓	✓	4
Diego Gallagher	✓	✓	✓	✓	4
Tadgh Delaney	✓	✓	✓	✓	4

✓ = Dial In

Board of Management Meeting Attendance July - December 2019

Name	10/09/2019	17/10/2019	21/11/2019	11/12/2019	Total Meetings Attended
Ursula Kilkelly	✓	✓	✓	✓	4
Eamon Clavin	✓	✓	✓	✓	4
Bernadette Costello	✓	✓	✓	✓	4
Linda Creamer	✓	X	X	✓	2
Tadgh Delaney	X	X	✓	✓	2
Jennifer Gargan	✓	✓	✓	✓	4
Elizabeth Howard	✓	X	✓	✓	3
John McDaid	X	✓	✓	✓	3
Laoise Manners	✓	✓	✓	✓	4
Craig Mulligan	✓	✓	✓	✓	4
Don O'Leary	✓	✓	✓	✓	4
Pat Rooney	✓	✓	✓	✓	4
Emer Woodfull	✓	✓	✓	✓	4

✓ = Dial In

Governance Committee Attendance July - December 2019

Name	08/11/2019	Total attended 2019
Ursula Kilkelly (Chair)	✓	1
Jennifer Gargan	✓	1
Eamon Clavin	✓	1

✓ = Dial In

Committee was established in October 2019

Audit & Risk Committee Attendance July - December 2019

Name	14/11/2019	11/12/2019	Total attended 2019
Bernadette Costello (Chair)	✓	✓	2
John McDaid	✓	✓	2
Tadgh Delaney	✓	✓	2

Committee was established in October 2019

Appendix 3

Board of Management Fees

Board Fees Paid in respect of 1 January – 31 May 2019	
Board member	Amount (€)
Diego Gallagher	Waived Fees
Elizabeth Howard	2992.50
Charles Irwin	2992.50
Don O'Leary	2992.50
Pat Rooney	2992.50
Emer Woodfull	2992.50

Board Fees Paid in respect of 4 July 2019 – 31 December 2019	
Board member	Amount (€)
Bernadette Costello	2967.90
Jennifer Gargan	2967.90
Elizabeth Howard	2967.90
Don O'Leary	2967.90
Pat Rooney	2967.90
Emer Woodfull	2967.90

The following Board members did not receive a payment as they are public servants and the one person one salary rule applies:

1 January – 31 May	4 July – 31 December 2019
Ursula Kilkelly	Ursula Kilkelly (1 June - 31 December 2019)
Eamon Clavin	Eamon Clavin
Linda Creamer	Linda Creamer
Tadgh Delaney	Tadgh Delaney
Michael Farrell	Laoise Manners
Laoise Manners	John McDaid
Sinead O'Herlihy	Craig Mulligan



CARE EDUCATION HEALTH & WELLBEING

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