



OBERSTOWN CHILDREN DETENTION CAMPUS

CARE EDUCATION HEALTH & WELLBEING



Annual Report 2018

2018 in Oberstown



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Foreword



It is a pleasure to present the Annual Report of the Oberstown Children Detention Campus for 2018. This report is submitted to the Minister for Children and Youth Affairs by the Oberstown Board of Management in line with section 174 of the Children Act 2001, as amended.

The Report sets out details of the governance arrangements for the Campus including information on Board membership and activity and information on the performance by the Board of its responsibilities. The Board has continued to provide important strategic direction to the Campus during 2018 and in addition took further concrete steps to consolidate its operations in line with the Code of Conduct for the Practice of State Bodies. In this regard, a significant development was the adoption by the Board of Management of its first Governance Handbook, designed to provide clarity to the Board's operations. While a special thanks is due to those who chair our busy sub-committees – on Governance and Risk, Finance and Audit - I am grateful to all Board members for their

continued dedication and commitment to Oberstown.

While clear and robust governance provides an important backdrop to the operations at Oberstown, on behalf of the Minister for Children and Youth Affairs, the really important work is undertaken by the Director, Pat Bergin, his management team and all the staff who contribute to the day-to-day care of young people detained in Oberstown. The Campus Strategic Plan, adopted by the Board of Management in 2017, has continued to guide and inform continued improvements across all areas in 2018. These are highlighted throughout this report and include notable measures like:

- ◆ Enhanced young people's participation in a range of offending behaviour programmes;
- ◆ Implementation of the Campus Participation Strategy, promoting young people's involvement in decision-making;
- ◆ An enhanced and integrated activities timetable;
- ◆ Introduction of a young

person's information booklet,

- ◆ Roll out of the Oberstown case management system, a purpose-built, electronic record-keeping system.

Improvements in staff training continued throughout the year and there was substantial activity focused on ensuring the safe and secure operation of the Campus. Oberstown has led the way in the promotion of staff well-being with the appointment of a dedicated, organisational psychologist and the adoption of a mental health and well-being booklet. In 2018, the Campus became the first organisation in Ireland to train a full peer support work team on a third level accredited programme in Critical Incident Stress Management. Internal communications goals were achieved in line with the Campus Strategy and externally, Oberstown continues to engage with and inform the public and its stakeholders about the importance of its work and the challenges facing young people in this area. All of this information is available on our website – www.oberstown.com –

which in 2018 was also populated with routine statistical data on occupancy, use of restrictive practices and other data which we use to monitor progress and improve oversight.

Accountability and external validation are an important affirmation of the improvements being made every day in Oberstown and various statutory mechanisms provide oversight of our operations on behalf of the public. An improved report from the Health Information and Quality Authority, following its five day unannounced inspection in May 2018, together with the accolades won by the Health and Safety team at the State Claims Agency awards in October, provide an important and growing evidence base of continued progress.

Everyone in Oberstown plays their part in helping Oberstown to achieve the goal of ensuring that we make a positive difference in the lives of young people who are sent to us by the courts. The work of individual staff with young people - one-to-one, every day – is an important but

largely invisible marker of the progress we continue to make towards providing the best possible care for young people under our CEHOP (care, education, health, work on offending behaviour and preparation for leaving) framework. In Oberstown, this also includes those whose work is sometimes unseen but indispensable to the operation of the Campus - the caterers, administrators and maintenance staff for example, without whom the Campus could not function. Oberstown is also supported by a multitude of stakeholders in the community, many of whom are integral to our service. I would especially like to thank our colleagues in the Irish Youth Justice Service for their continued support and pay special tribute to Frieda Delaney (RIP) whose contribution to the Campus we honoured this year.

In conclusion, I commend our Annual Report for 2018 to you, Minister Zappone, and want to thank you for your continued support.

Ursula Kilkelly

Professor Ursula Kilkelly,
Chair, Board of Management

1.0 About Oberstown Children Detention Campus

1.1 Introduction

Oberstown Children Detention Campus (Oberstown) is Ireland's national facility for the detention of children remanded or detained by the criminal courts and is located on a single site in Oberstown, Lusk, Co Dublin.¹ Oberstown provides care and education in a safe and secure environment to young people sent by the courts, while also helping them to address offending behaviour and prepare them for a positive return to their families and communities. In fulfilment of national law and policy, Oberstown accommodates all young people up to the age of 18 on detention or remand orders.

The Campus is based in a custom-built premises comprising residential units and education, recreation, visiting, medical and other facilities. During 2018, Oberstown was authorised to accommodate 48 boys and six girls. Over the course of the year, there were 132 young people detained in Oberstown.

1.2 Mission, Vision, Values



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

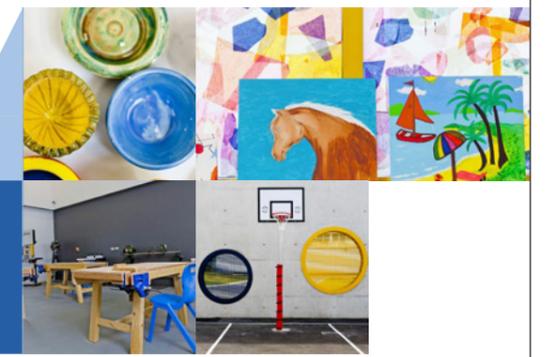
1.3 Legislative framework

The primary legislation underpinning 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, training and other programmes and facilities for children having regard to their health, safety, welfare and interests, including their physical, psychological and emotional well-being. Oberstown is managed by a Director. 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 (the Board) appointed under section 164 of the Act.

1.4 National policy

Oberstown falls under the aegis of the Irish Youth Justice Service in the department of Children and Youth Affairs. National government 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

Living our Strategy: A review of the Oberstown Strategic Plan 2017-2020



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, particularly 'Better Outcomes, Brighter Futures - the National Policy Framework for Children and Young People 2014 - 2020'. An update to the Action Plan published by the Irish Youth Justice Service in November 2018 highlighted achievements in Oberstown such as the launch of the Oberstown Strategic Plan, the publication of a Participation Strategy and the retro-fitting of buildings to ensure the Campus is a safe and secure environment for staff and young people.

1.5 Living our Strategy

In October 2017, the Oberstown Board of Management approved the first three year Strategic Plan for Oberstown. Under the Strategy, the five key objectives driving the operations of the Campus until 2020 are:

1. providing the best care possible for young people;
2. developing our people and organisation;
3. implementing policies, procedures and standards consistent with the best model of detention for young people;

4. enhancing communications aligned to our values and mission and
5. delivering robust governance at all levels to driving effective accountability.

Following its public launch by the Minister for Children and Youth Affairs, Dr Katherine Zappone, TD, in December 2017, a series of events rolled out the plan to staff and other stakeholders in 2018. A staff information day was held in February 2018 and updates on progress under each area of the strategy were provided regularly to staff and stakeholders through public briefings and events. The Board undertook a review of the implementation of the Plan after its first year and in December 2018, this was published and presented to the Minister for Children and Youth Affairs. This document - Living our Strategy – sets out the milestones achieved in 2018 and identifies the agreed priority actions for 2019. See Appendix 1 for the achievements under each pillar of the Strategic Plan during 2018.

Under the Strategic Plan, the main actions completed in 2018 were:

- ◆ Further embedding the CEHOP (Care, Education, Health, Education, Offending behaviour) model of care, through reviewing policies and procedures, growing training and programming for young people and developing the placement planning process.
- ◆ Reviewing all services for young people on Campus to

ensure they meet the needs of young people to help return them successfully to their families and communities.

- ◆ Increased transparency through publication of data including monthly 'point in time' reports, quarterly in-depth analysis of the characteristics of young people in detention, Campus occupancy statistics and other detailed statistics including on the incidences of single separation, physical intervention and self-harm.
- ◆ Implementation of the Oberstown case management system, a digital system developed in line with CEHOP to bring all young people's information together in one place. The system is modernising record keeping and case management in Oberstown and provides for an enhanced reporting system to support decision-making.
- ◆ Making opportunities for career progression and professional development available for staff through a range of training and upskilling.
- ◆ Implementation of national law and policy in the areas of Children First and Single Separation.
- ◆ Development of a Governance Handbook for the Oberstown Board of Management setting out the clear responsibilities of the Board, the Director and the Minister/Department.



2.0 Governance and management of Oberstown

2.1 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, as amended (section 164). The Board operates in line with the expectations of good governance and shares collective responsibility for leading and directing the activities of Oberstown in line with the 2001 Act and the Code of Practice for the Governance of State Bodies.

2.2 Board membership

The Board of Management has 12 members plus a Chairperson and the membership includes nominees of the Department of Children and Youth Affairs, the Department of Education and Skills, Tusla, the local community and staff, 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. There were 11 Board meetings in 2018, lasting approximately three hours each, and a staff bulletin was circulated and published on the Oberstown website following every meeting.

There were also two board sub-committees during 2018, the Governance sub-committee and the Finance, Audit & Risk sub-committee.

Dates of the all Board of Management and sub-committee meetings and details of the attendance of Board members are set out in Appendix 2.

In 2018, the Board members were as follows:

Professor Ursula Kilkelly - Chairperson

Professor Ursula Kilkelly was appointed Chairperson of the Board of Management in 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 LL.M in Children's Rights and Family Law and is co-editor of Youth Justice: An International Journal. Appointed by the Minister for Children and Youth Affairs, Dr Katherine Zappone, TD.

Mr Tadgh Delaney (member of the Finance, Audit & Risk sub-committee)

Tadgh Delaney is an Assistant Principal Officer in the Irish Youth Justice Service, Department of Children and Youth Affairs. Appointed 1 July 2017 by the Minister on foot of the requirements of section 167 of the Children Act 2001 as the nominee of the Department of Children and Youth Affairs.

Mr Michael Farrell (Chair of the Governance sub-committee)

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

Mr Diego Gallagher (member of the Finance, Audit & Risk sub-committee)

Diego Gallagher, appointed 1 June, is a solicitor and partner in the health and social care team with Byrne Wallace Solicitors, Dublin. Appointed by the Minister for Children and Youth Affairs, following selection through the PAS process.

Mr Jim Gibson (Stepped down 13/06/2018)

Jim Gibson, Chief Operations Officer, Tusla, was the Tusla nominee and was appointed by the Minister on foot of the requirements of section 167 of the Children Act 2001.

Ms Elizabeth Howard

Elizabeth Howard, appointed 1 June 2016, is a local community representative resident in the vicinity of the Oberstown campus. She was appointed by the Minister on foot of the requirements of section 167 of the Children Act 2001.

Mr Charles Irwin (Chair of the Finance, Audit & Risk sub-committee)

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

Ms Laoise Manners

Laoise Manners, appointed 1 January 2017, is a residential social care worker in Oberstown. She is an elected staff nominee, appointed by the Minister on foot of the requirements of section 167 of the Children Act 2001.

Ms Sinéad O'Herlihy (member of the Governance sub-committee)

Sinéad O'Herlihy, appointed 1 June 2016, is a night supervising officer in Oberstown. She is an elected staff nominee, appointed by the Minister on foot of the requirements of section 167 of the Children Act 2001.

Mr Don O'Leary

Don O'Leary, appointed 1 July 2017, is Director of Cork Life Centre, a voluntary organisation offering an alternative learning environment to young people who find themselves outside mainstream education. Appointed by the Minister for Children and Youth Affairs, following selection through the PAS process.

Mr Pat Rooney

Pat Rooney, appointed 1 June 2016, is a local community representative resident in the vicinity of the Oberstown campus. He was appointed by the Minister on foot of the requirements of section 167 of the Children Act 2001.

Mr Liam Walsh (member of the Governance sub-committee. Stepped down 07/12/2018)

Liam Walsh, appointed 1 November 2016, was the Department of Education and Skills nominee with 38 years of experience working in education: special education; school leadership and management; self-efficacy and learning; primary mathematics education. He was appointed by the Minister on foot of the requirements of section 167 of the Children Act 2001.

Ms Emer Woodfull (Chair and member of Governance sub-committee. Stepped down 19/04/2018)

Emer Woodfull, appointed 1 June 2016, 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 & employment law. She was previously an award winning current affairs broadcaster and series producer in RTE, the national broadcaster. Appointed by the Minister for Children and Youth Affairs, following selection through the PAS process.



2.2.1 Board responsibilities

The Board of Management's key responsibility is to provide effective oversight and direction to the Campus on behalf of the Minister for Children and Youth Affairs, and to hold the Director of Oberstown to account. As the Board carries out its functions on behalf of the Minister for Children and Youth Affairs, the Board is also responsible for ensuring that the Minister is advised of significant matters arising in respect of Oberstown. Regular communication also takes place between the Director and the Irish Youth Justice Service.

2018 was another busy year for the development of the Campus and in line with the Oberstown Strategic Plan, the Board of Management worked actively to ensure the good governance of the Campus.

During 2018, the Board of Management considered, and provided oversight and monitoring on a number of key issues including:

- ◆ Supporting the Director in the implementation of the Oberstown Strategic Plan;
- ◆ Overseeing the completion of the HIQA annual

inspection and the adoption and implementation of the subsequent Action Plan;

- ◆ Development of a number of new polices and strategies including a fire safety policy;
- ◆ Improvements in risk management, including the adoption of a new strategic risk register for the Campus;
- ◆ Compliance with a range of statutory responsibilities including GDPR, data protection, FOI and health and safety.

2.3 Developments during 2018

- ◆ A particular focus was placed on the monitoring and review of all restrictive practices in order to ensure their use in line with best practice and Oberstown policy with positive effect. The scrutiny of restrictive practices was intensified throughout 2018 including through daily reporting to the Director on single separation, weekly reporting on restrictive practices to the Campus Management Team and monthly reporting to the Board of Management. Data indicates that this oversight, among other measures had a significant positive effect with a reduction in restrictive practices recorded during 2018.
- ◆ The Oberstown Safeguarding Statement was approved by the Board of Management in March 2018. In line with the commencement of the Children First Act 2015, mandatory reporting procedures were implemented from March 2018.
- ◆ During 2018, the Board began work on the development of a new policy framework, underpinned by Campus Rules to be adopted by the Board under the Children Act 2001. This project involves the review of existing Oberstown policies, as well as the development of new policies in line with the new Campus Rules. It is envisaged that the rules,

policies and operating procedures will form a coherent and consistent basis for the operation and governance of Oberstown based on relevant international standards, statutory and legal requirements, international research and best practice.

- ◆ The Board of Management adopted Oberstown's first Governance Handbook, developed by the Governance sub-committee in consultation with the Department of Children and Youth Affairs. Drafted to take account of the legislative framework and the Code of Practice for the Governance of State Bodies, the Handbook sets out the respective functions, authority and responsibilities of the Minister for Children and Youth Affairs, the Board of Management and the Director. The handbook was provided to all members of the Board, and will be reissued to all members after each revision.
- ◆ An Oberstown financial control manual was produced by the Finance Audit & Risk subcommittee and approved by the Board of Management in September 2018. The subcommittee also commissioned an internal audit of overtime and travel and subsistence process in December 2018. A review of procurement processes was undertaken in November 2018.
- ◆ The Board continued to

The Board of Management adopted Oberstown's first Governance Handbook, developed by the Governance sub-committee in consultation with the Irish Youth Justice Service

produce a monthly bulletin giving an overview of each meeting during 2018. The bulletins are available on Oberstown.com.

2.3.1 Board sub-committees Finance Audit & Risk

The sub-committee met eight times during 2018 and was made up of three members of the Board who reviewed the financial management and controls of Oberstown, reporting to the board. During 2018, the sub-committee:

- ◆ Reviewed the effectiveness and operation of the accounting policies, financial management processes and internal controls in place throughout the organisation.
- ◆ Received the monthly management accounts pack presented by the Director



- ◆ Received the draft financial statements of the Campus and reviewed same before they were presented to the Board.
- ◆ Reviewed the report of the Office of the Comptroller and Auditor General following the audit of the Campus and reported to the Board in relation to same.
- ◆ Based on various reviews, made recommendations to the Board on the requirement for a review of internal controls by independent audit during 2018.

Governance sub-committee

The sub-committee met three times during 2018 and was made up of four board members. During 2018, the sub-committee:

- ◆ Devised a comprehensive governance handbook covering the role of the Board, the relationship with the Department and the Minister and the Board's reporting requirements.
- ◆ Advised on the content and approach to completing a Board Effectiveness Review.
- ◆ Developed and refined the Oberstown Risk Register in regular consultation with the Board and Campus Management.
- ◆ Provided guidance on the review of Campus policies.

2.4 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 she/he

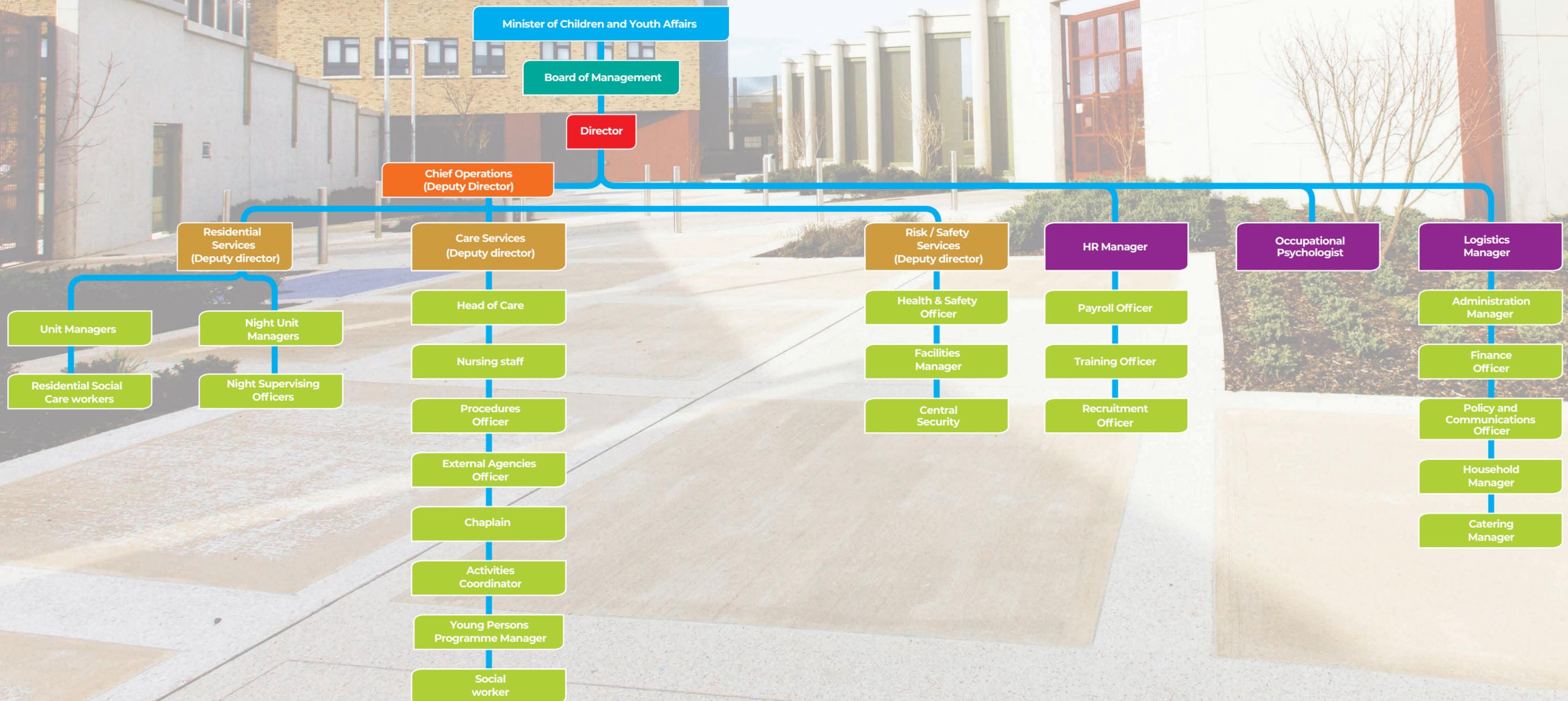
has a personal, professional, or financial interest in relation to matters being considered by the Board s/he should declare any such interest to the Chairperson. A Board member in that position should withdraw from any decision making in relation to that matter and absent her/himself from any related meeting and the confirmation of the minutes on that matter. A Board member shall notify the Chairperson of any concerns in relation to a potential or real conflict of interest arising for the Board member or in relation to any other Board member. There were no reported conflicts of interest during 2018.

- ◆ **Risk management**
During 2018, a Strategic Board Risk Register was developed and through this process a comprehensive assessment of the organisation's principal risks was carried out with mitigation measures set out. The risk register is kept under review and updated as required.
- ◆ **Protected disclosures**
Oberstown has in place a protected disclosures policy. In line with this policy the Board of Management reports on any such disclosures for the annual report period. During 2018, no protected disclosures were made in line with the policy.

2.5 Organisational structure

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 Director oversees a Campus management team comprised of deputy directors for Residential Care, Young People's Care, Risk and Safety and General Operations. A HR manager and logistics manager also report to the Director.

The organisational structure during 2018 is outlined below:



2.6 Accountability and Inspections

Oberstown falls under the legal responsibility of the Minister for Children and Youth Affairs, to which 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.

2.6.1 Accountability Oireachtas

In May 2018, the Director and deputy director with responsibility for operations appeared before the Joint Committee on the Future of Mental Health Care to report on the mental health services available at the Campus for young people. Also in attendance were representatives from the Irish Prison Service, Forensic Mental Health Services and Irish Penal Reform Trust. The Committee were seeking clarifications on the

implementation on the government's mental health strategy A Vision for Change and information about the challenges facing the various services. Oberstown outlined the services available and answered the committee's questions as to the challenges that can arise with young people in detention.

Review Implementation Group

The Review Implementation Group arose from a number of reviews carried out in 2016 and 2017. Collectively, the reviews produced over 307 recommendations. In order to ensure the analysis, tracking and implementation of these recommendations, the Minister for Children and Youth Affairs, Dr Katherine Zappone, TD, established the Review Implementation Group (RIG) with representation from the Board of Management, staff, Campus management, the Trade Union, Department of Children and Youth Affairs, and an external

expert in child development. The RIG took all of the recommendations from the reviews and collated them into an action plan with areas of responsibility. The first report of the Review Implementation Group Action Plan was completed in May 2018.

Data Protection

The EU General Data Protection Regulation (GDPR) came into force on May 25 2018. Oberstown appointed a data protection officer and established a GDPR project team to undertake a programme of work to assess and implement the organisation's requirements under the new regulations. During 2018 a GDPR awareness campaign for staff was rolled out to educate staff on the new requirements of the regulations. Oberstown also reviewed and updated its data protection policies and privacy notices, which were approved by the Board of Management.

Parliamentary questions & Freedom of Information requests

During 2018, Oberstown answered 34 Parliamentary Questions and responded to 10 Freedom of Information requests.

2.6.2 Inspections Health and Information Quality Authority

- ◆ The Children Act, 2001 requires that an inspection of Oberstown be carried out annually. 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, issued by the Department of Education in 2004 and adopted in 2008 by the Irish Youth Justice Service. Following inspection, an action plan is agreed between the Oberstown Director and HIQA and ongoing monitoring occurs in this way. These plans are approved and monitored by the Board of Management.
- ◆ In March 2018, an unannounced full inspection took place over five days during which inspectors met with children and staff on the Campus as well as professionals from other agencies. Inspectors also 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 subsequent report found the Campus substantially compliant or compliant across five areas. It contained no findings of major non-compliance, and a reduction in the number of non-compliance findings overall compared with the 2017 HIQA report. Furthermore the report found:

- ◆ Progress in relation to care of children, children's rights, health care, premises, and safety and security.
- ◆ Children's health needs were met to a good standard and significant improvements were evident.
- ◆ Children's education needs were appropriately assessed and met.
- ◆ Inspectors observed staff being 'warm, empathetic and child-centred in their interaction with children, and firm in their ability to establish boundaries'.
- ◆ Improvement in the management of challenging behaviour and a reduction in the necessity for use of restrictive practices.
- ◆ The establishment of a campus council providing increased consultation with children, containing an 'impressive list of achievements'.
- ◆ Evidence that many of the recommendations from external reports were implemented in full and work on the remainder was underway.

- ◆ The report was a significant improvement on 2017's and reflects the on-going dedication and commitment of staff across all areas of the Campus.

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 Ombudsman for Children was on Campus on the last Thursday of every month in 2018. During 2018, 45 young people requested to meet with the representative.
- ◆ 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; Health and Safety Authority regarding compliance with the Health and Safety Act 2005. The Fingal County Council inspects the Integrated Constructed Wetlands on Campus.



3.0 Care of young people

3.1 Overview of population

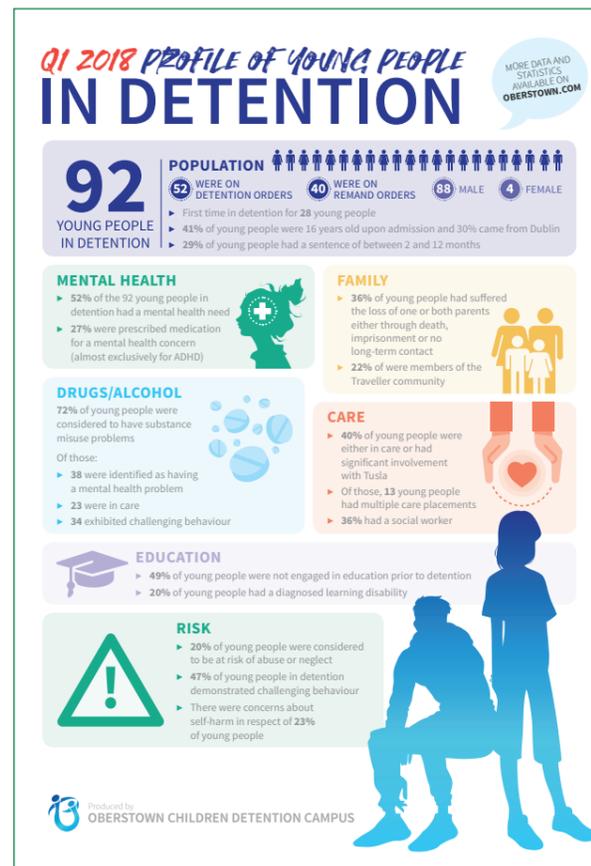
During 2018 there were 132 individual young people detained in Oberstown on remand and detention orders. Of those, 125 were male and 7 were female. During 2018, 60 young people served remand and detention orders, 64 served remand orders only and 8 young people served a detention order only. Of the 132 young people in Oberstown during 2018, 28 were Travellers and 13 young people were not Irish.

As outlined in an Oberstown report, *Key characteristics of young people in detention: A snapshot (Q1, 2018)*, young people in Oberstown have experienced high levels of adversity and trauma including neglect and abuse, substance misuse and disengagement from the education system. Key findings of the Q1 2018 report showed that:

- ◆ Over half (52%) of young people arriving in Oberstown had a mental health need.
- ◆ 72% had substance misuse problems.
- ◆ Just under half of young people were not engaged in formal education prior to arriving in Oberstown
- ◆ Between one third and one half had suffered the loss of one or both parents either through death, imprisonment or no long-term contact.

In addition to this detailed Q1 snapshot of the circumstances of young people, Oberstown continued during 2018 to publish timely and relevant statistics on young people in detention. The Oberstown 'Point-in-Time' statistical reports were published on a monthly basis during 2018. The data captured reflects a snapshot of young people in Oberstown on a given day each month with each bulletin providing an overview of the population in terms of offending, background, health and well-being, education and care.

Find all of the 2018 Point-in-Time statistics under the Campus Stats section on Oberstown.com



3.2 Model of care

Oberstown's ethos is drawn from the Children Act 2001, which sets out the requirements to ensure that young people receive care, education, healthcare, that they work on offending behaviour and are prepared for leaving. As per these legislative imperatives, Oberstown developed a model of care, CEHOP, with five pillars, care, education, health, offending, and preparation for leaving.

◆ Care

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

Upon arrival to Oberstown, each young person's care needs are assessed in detail by a professional care team. Individual care is provided by a multidisciplinary team with training and expertise.



◆ **Education**

All young people attend school while they are in Oberstown. All teachers are qualified and experienced and encourage each young person to complete state exams and pursue vocational training. Educational outcomes are measured in a number of ways including looking at improvements in literacy and numeracy, to participation in state examinations, with the ultimate objective of equipping young people for their successful return to the community. A partnership approach to education is taken and the purpose-built education centre is run by the Dublin and Dun Laoghaire Education and Training Board (DDLETB). Outside of school hours, young people have a timetable of activities including football, art classes, pyrography, gym access, pool and snooker, cooking, textiles and music.

◆ **Health**

Young people in Oberstown have access to medical 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. Services also include access to a GP and a dentist, as required. During 2018 there were approximately 2443 visits to the Health & Wellbeing unit. Of these: 1192 were GP visits; 911 were nursing appointments; 231 were dental appointments and 14 were physiotherapy appointments.



In Oberstown, the clinical and therapeutic services provided by a psychologist, drugs counsellor and speech and language therapist are made available to young people by Tusla's Assessment Consultation Therapy Service (ACTS). ACTS works as part of a multi-disciplinary team providing clinical services to young people who are referred based on a mental health screening, while the National Forensic Mental Health Service provides psychiatric services to young people. During 2018, 95 young people were referred to the Forensic team by the Health & Wellbeing team.

◆ **Offending Behaviour**

Oberstown aims to build young people's responsibilities and address the factors associated

with their offending behaviour. A Young Person's Programme Manager identifies and implements programmes to address offending behaviour and to support the young person's care while on Campus.

During 2018 a suite of programmes designed to promote rehabilitation, through practical skills to support young people's return to the community and reduce the likelihood of relapse, took place. These programmes develop skills such as victim empathy, dealing with impulsive behaviours and reducing dependence on drugs.

Also during 2018, the Probation Service allocated a Probation Officer to the Campus and this has further enhanced work with

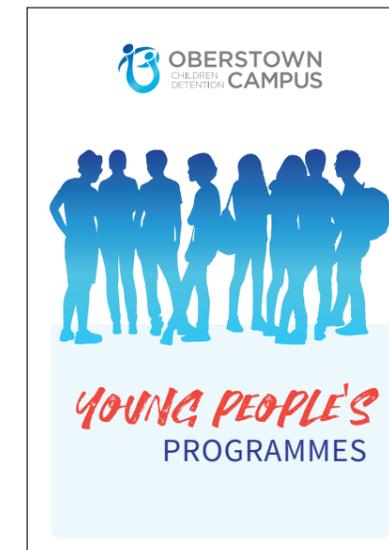
young people on offending behaviour.

◆ **Preparation for leaving**

During 2018, substantial progress was made in the implementation of the CEHOP framework, including further enhancing the services available to young people on Campus through the holistic placement plan process. From the moment young people come to Oberstown, information is provided to them in a youth-friendly manner and their needs are considered by a multidisciplinary team.

Placement planning is an integral part of the CEHOP framework. Developments throughout 2018 mean that multi-disciplinary, clinical meetings, are now 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 has been allocated to chair placement planning meetings to achieve consistency in approach, engagement, attendance, recording and achieving agreed actions. Residential unit staff, teachers and external partners who will assist with the young person's return to the community also attend the meetings. Oberstown also refers young people to the Bail Supervision Scheme, which allows young people to address their offending behaviour through community-based interventions.

3.3 Further developments during 2018



3.3.1 Young people's programmes

Programmed interventions with young people aim to build young people's responsibilities and address the factors associated with their offending behaviour. 2018 saw the delivery of four offending behaviour programmes with 55 participants completing one or more of these interventions.

Those programmes were:

◆ **Victim Empathy Programme**

"What Have I Done?" is a programme to encourage empathy in young people who commit crimes or hurt others through their actions. It is designed to be used directly with young people who have committed a specific crime or caused harm and distress to others through their actions, and challenges the young person to face the harm they have caused

and consider what they can do to help put things right. **In 2018, 17 young people completed the programme.**

◆ **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 before they need them and build resilience. The emphasis is on helping young people to deal with impulsive behaviours. **In 2018, 45 young people completed the programme.**

◆ **Crinan -Drug Relapse Prevention Programme**

The Crinan drug relapse prevention programme is a group work intervention initiative that aims to teach participants how to examine the triggers and the consequences for their drug/alcohol use. It also helps young people develop strategies to effectively manage and overcome any stressors or triggers in their environment that may cause a relapse. **In 2018, 16 young people completed the programme.**

◆ **Anti-Violence Restorative Practice Training -ART**

The Anti-Violence Restorative Practice Training programme (ART) is a training programme that enables participants to deal with potentially violent situations in new and creative ways. Workshops were run by two external facilitators and used the shared experiences of

participants, interactive exercises, games and role-plays to examine the ways in which they respond to situations where injustice, prejudice, frustration and anger can lead to aggressive behaviour and violence. **In 2018, 15 young people completed the programme.**

3.3.2 Other programmes

Additional programmes offered to young people during 2018 are outlined below. The REAL U and Street Doctors programmes were delivered during activities while the Teen parenting support toolkit was carried out through key working sessions with young people who are parents or expecting a child.

◆ REAL U

REAL U (Relationships Explored and Life Uncovered) is a personal development and sex education programme aimed at equipping young people with the skills, knowledge and confidence to develop healthy relationships and delay the onset of early sexual activity.

◆ Street Doctors

Street Doctors is a registered charity run by junior doctors and medical students. They teach lifesaving first aid to young people at-risk of violent crime and drug use. They have worked with young people through different youth services in Dublin since 2013 teaching lifesaving basic first aid skills including managing a stab wound or drug overdose.

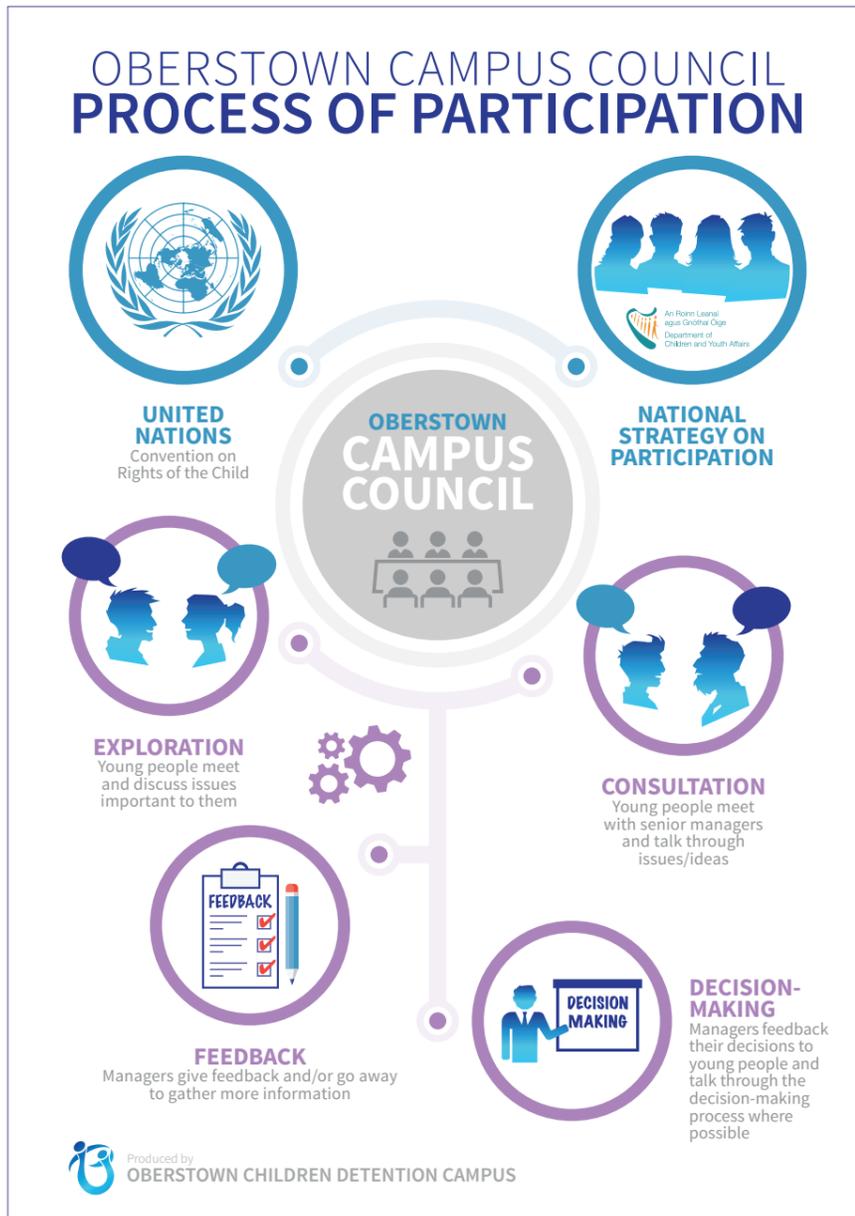
◆ Teen Parents Support Toolkit

The purpose of this Toolkit is to promote best practice in supporting young people during pregnancy and parenthood. The Toolkit contains a broad range of information to help keyworkers support their key child to do the best job that they can do as young parents. The focus is on

achieving the best possible health and well-being outcomes for teenage parents and their children.

3.3.3 Participation and consultation

In October 2017, the Board of Management adopted the Campus Strategy for the Participation of Young People in decision-making, following



the development of the Strategy with the young people themselves. Part of the implementation of the strategy was the development of a campus council through which young people have their voices heard.

◆ Campus Council

The council provides a safe space where young people can actively express their views on issues that affect them. Young people have the chance to influence and hear back from

key decision-makers in areas of importance, chosen by them. Young people are facilitated to meet on a regular basis and to discuss issues that they are interested in with a view to canvassing senior managers and getting feedback. Young people are informed their views are being communicated to the relevant staff members and decisions are explained to young people in language they understand.

During 2018, six meetings of the

Campus Council were held with young people and a number of themes emerged such as: activities; mobility trips; possibility of having a sports day, like regular schools, and a Christmas concert. The council also carried out a survey about the contents of their 'tuck bags'. Following the survey, the content of the tuck bags were changed to include new items that young people wanted.

As well as their meetings, young people took part in a number of

other council-related activities such as consultations with external agencies on: life in Oberstown (DCYA), the youth justice system (UN Global study on Children deprived of their liberty), and young people's interactions with the Gardaí (Commission on the Future of Policing in Ireland). The council, at their request, also hosted a meeting with the Minister for Children and Youth Affairs, Katherine Zappone, during which they told her about all the positive aspects of their lives in Oberstown.

◆ **Information booklet**

During 2018, an information

booklet was developed for young people in consultation with them. The booklet provides information on life in Oberstown, young people's rights, placement planning, school/activities, health and wellbeing. It also informs on safety and security on the Campus. Each young person receives a copy of the booklet on admission and discussion takes place between key workers and young people on their rights.

◆ **Advocacy officer**

Towards the end of 2018, an advocacy officer was appointed to support implementation of the Campus Participation Strategy. Through the work of

the advocacy officer, the participation of young people in decision-making will become further embedded in the Campus, especially at individual and unit levels. The advocacy officer has also taken responsibility for implementation of the Campus complaints policy and procedure.

3.3.4 Activities & training

During 2018, the Oberstown activities team successfully provided recreational and educational fun-based academic programmes for young people including supporting young people to achieve Gaisce awards.



The President of Ireland Michael D Higgins and his wife Mrs Sabina Higgins visited the Campus on Friday May 25 2018 to present Gaisce awards to four young people. The event was a fantastic occasion involving young people and the staff who guided them through their journey in Oberstown and helped them to achieve their medals. The President gave a passionate speech, and he and his wife spent time speaking with the young people and celebrating their accomplishments with them. Young people presented the visitors with portraits, and had their Gaisce certificates signed by the President.

Pictured with the President and his wife Sabina Higgins (centre) are the Chairperson of the Board of Management Ursula Kilkelly, and Oberstown deputy director Damien Hernon.

The activities team coordinates extensive after-school timetables for young people including: FAI football coaching; circuit classes; personal training fitness; snooker; digital music; pottery; music relaxation /meditation; pyrography; art and beauty classes.

For the first time, in 2018, in collaboration with the young people's programme co-ordinator, programmes were integrated into the activities timetable. Progress in this area during 2018 meant more flexibility for young people, and for the delivery of programmes to address life skills and offending

behaviour during the activities timetable.

Also during 2018, Oberstown began to expand its vocational training offering to young people in order to provide practical skills that will assist them to gain employment when they return to their communities. During 2018, 10 young people completed Safe Pass training², and 10 young people completed manual handling training.

3.3.5 Summer school

During 2018, the Oberstown summer school successfully provided recreational and educational projects both integrated and non-integrated

for staff and 49 young people on campus. The summer school ran 80 class sessions of 45 minutes per day over a six-week period, requiring the input of a range of departments. A daily planning meeting was held with activity co-ordinators and visit, medical, central reception, training and health and safety staff, and residential social care workers. During the course of the summer camp, young people attended assigned classes on a daily basis and presented with good behaviour throughout. The summer school ended with the presentation of awards, a barbeque and music for all young people.

² Safe Pass training is a legal requirement for all construction related front line employees under the Irish Construction Regulations.

3.4 Stakeholders & partners

External agencies support Oberstown to ensure the complex needs of young people are met. These include state bodies like 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. Oberstown also works closely with external partners EPIC, Extern, Le Chéile, YAP and An Crinán 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.

Le Chéile

In 2018 Le Chéile provided mentoring support to the parents of some young people detained in Oberstown. The Le Chéile mentor co-ordinator, based in Oberstown, worked with young people's keyworkers and parents on site to support referral of interested parents. Through direct engagement between the parent and the volunteer mentor, these parents were given time and space to build self-confidence, emotional well-being, engage in activities outside of their home, consider what was needed to support them to build and sustain a positive relationship with their young person and access relevant community based supports. During 2018, eight parents engaged with a parent

mentor for three months or more, with a further three parents waiting to be assigned a parent mentor at the end of the year.

EPIC

In 2018, EPIC continued to provide a visiting advocacy service to Oberstown. In 2018, EPIC dealt with 14 specific young people in respect of 19 advocacy issues. Advocacy issues raised by young people in 2018, included: aftercare support, onward placement (after detention) issues, getting visits and legal queries. In addition, EPIC conducted a consultation with 14 young people in Oberstown to gather their views to develop an information booklet for young people. This booklet was launched in the summer of 2018 as a way of giving information to young people on rights and responsibilities while in Oberstown.

Youth Advocacy Programme (YAP)

During 2018 the Youth Advocacy Programme provided 700+ hours of assistance to young people and their families to help prepare them to re-integrate into their communities, and to support them post-release. Youth advocate workers supported young people to identify what would assist them to manage their release positively, to attend education placements in their community, to access hobby activities in their community and provided them with pro-social and practical

support. Youth advocate workers supported the parents of young people to plan for their return home after leaving Oberstown and to develop and reinforce skills to support their young person within the home.

The Probation Service

In September 2018 the Probation Service assigned a Probation Officer to Oberstown. The officer now works from Oberstown twice weekly. This function is to support the sharing of information with young people and relevant Campus staff, as well as to inform the placement planning process with information related to the risk and needs associated with offending behaviour that young people in Oberstown have presented with in the community. This information helps plan for the young person's time in Oberstown as well as develop a plan for their release. This role will support Oberstown to both identify and address the factors that contribute to young people's offending behaviour.

An Crinan

During Q1 2018, 66% of young people in Oberstown were identified as having a substance misuse problem. Continued collaborative work with An Crinan during 2018 has assisted Oberstown in helping young people in detention to explore and address their substance misuse. Cognitive Behavioural Therapy based substance misuse programmes were facilitated in Oberstown

during 2018. The programme explored young people's attitudes and reasons for substance misuse as well as strategies to change these behaviours and reduce and stop their substance use. Two members of the An Crinan team facilitated each programme, programmes were eight sessions long and were one of the components of the summer school activities.

Tallaght West Children Development Initiative (TWCDI)

As part of the continued development of the restorative practice approach in Oberstown, Tallaght West Childhood Development

Initiative developed and facilitated the Anti-Violence Restorative Practice Training programme on site for young people. This ten-session programme aimed to develop young people's awareness of their feelings, how these impact on their behaviours and how their behaviours impact on others. Topics such as relationship building, respect, empathy, community, trust and relationship keeping were key components of the programme.

Extern/Bail Supervision Scheme

The Bail Supervision Scheme was launched by social justice charity Extern in 2017 and can

cater for up to 25 young people each year. The scheme means that rather than young people remaining in detention until their court case is finalised, Oberstown can make a referral to Extern on the young person's behalf for a suitability assessment. If a referral is successful, the young person receives intensive support and therapy called Multisystemic Therapy. MST is an evidence-based approach using an intensive family and community-based treatment programme. During 2018, 26 young people were referred to the scheme, with nine of those accepted and released from Oberstown as a result.

4.0 Oberstown workforce developments

During 2018, 270+ staff were employed in Oberstown. Staff include the Director and Campus management team, residential social care workers; night supervising officers; unit managers, catering staff; household staff; maintenance and administrative staff.

4.1 Recruitment & training

During 2018, nine external recruitment campaigns were held resulting in the hiring of 21 new staff, and four internal campaigns were held resulting in eight staff moving into new roles, including an advocacy officer and an organisational psychologist. All of Oberstown's recruitment campaigns were managed by the Oberstown human resources department in consultation with the Department of Children and Youth Affairs and the Department of Public Expenditure and Reform.

The HR department also coordinated staff training, including child protection, MAPA, STORM (Skills Training on Risk Management) and restorative practice. Oberstown is the second organisation in Ireland to have trained STORM facilitators and 65 staff completed training during 2018. In total during 2018, 1190 training courses were delivered over 11,265 hours. In the latter half of 2018, a restructuring of the management of residential units was implemented. The new structure allows for greater streamlining of responsibilities and gives increased support to staff on the ground working with young



Oberstown team with representatives from the Department of Children and Youth Affairs (l to r) receiving their State Claims Agency award from Síle Seoige, Ray Murray, Pat Bergin, Katie Dwyer, Noreen Leahy (DCYA), Jeannine McGloughlin and Tony O'Donovan (DCYA).

people. It is envisaged that this new way of working will address issues regarding the implementation of policy and procedure into practice.

4.1.1 Leadership & development

After a tendering process, Oberstown in 2018 established a partnership with Dublin City University to create a unique leadership and development programme for Oberstown's middle management. Specifically tailored to

Oberstown's needs, the bespoke training programme means that Oberstown has in place a people and career development strategy with clear alignment to employee development, skills enhancement, continuing professional development and succession management practice. As per the Oberstown strategic objective of developing our people and organisation, this initiative will ensure Oberstown managers can realise their full potential in current and future roles.

4.2 Case Management System

During 2018, the Oberstown case management system was rolled out. A purpose-built secure electronic system, it digitalises paper records and streamlines the management of young people's information safely and securely in one system. This one-stop shop approach to case management represents a significant innovation for Oberstown and its delivery was supported in 2018 by an on-site project manager and four

external trainers, who provided support to staff as required. Once fully integrated, the system will have the ability to generate reports on trends and demographics and to provide reliable data for analysis and response. Data will facilitate tracking of progress and Campus performance in terms of outputs and outcomes.

4.3 Health & Safety

During 2018, the health and safety team continued with training and safety audits with particular

emphasis on induction training for contractors and visitors to the Campus. The capacity and scope of the team was augmented with the addition of an investigations officer to oversee investigations and administer the National Incident Management System (NIMS), a new tool to identify, prevent and track health and safety incidents.

During 2018, the health and safety team won the overall award in the SCA 'NIMS Incident Investigation' category in 2018 while the Operational Risk Register was a finalist in the 'Long Term Value' section of the State Claims Agency (SCA) Enterprise Risk Recognition Awards 2018.

The Oberstown Health & Safety Committee met every three months during 2018 and significant work was undertaken with staff safety representatives to enhance the level of co-operation and engagement on risk management issues. Further development and refining of the Strategic Board Risk Register and the Campus Operational Risk Register, and of health and safety policies and procedures, took place during 2018. A refined emergency plan was prepared and critical incident workshops were rolled out to all new staff as part of the induction process in 2018.

During Storm Emma in March of 2018, Oberstown invoked business continuity arrangements and worked closely with neighbouring organisations, the Civil Defence

and Fingal County Council during the severe weather episode. Learnings from this event were invaluable for planning for future adverse weather events.

4.3.1 Fire safety

The Oberstown Fire and Evacuation Plan was approved by the Board of Management in 2018 and implemented through ongoing staff training. As part of the plan, a joint fire exercise with the Dublin Fire Brigade (DFB) was carried out onsite and a series of familiarisation exercises undertaken with DFB district officers. All fire alarm activations were recorded, investigated where necessary and corrective actions implemented.

4.3.2 Facilities management & building works

In partnership with Oberstown's external facilities management company, core activities in 2018 included planned preventative and reactive maintenance; there were 1255 Planned Preventative Maintenance tasks and 2570 Reactive tickets completed during the year. Also during 2018 a new real time system was introduced to facilitate Campus staff and other stakeholders' ease of access to information for reporting and monitoring progress of ongoing jobs for specific locations and buildings. A range of building works took place across Campus during 2018 in order to ensure that the built environment was as safe and secure as possible for staff and young people. Works included upgrading and/or retrofitting of lighting, hatches, doors, security

Oberstown staff celebrate on-site graduation ceremony after completing CISM qualification with Carlow IT.

During 2018, 14 new peer support workers were trained as part of the CISM initiative.



fencing and camera systems.

Additional works including painting, carpentry, plumbing, building fabric and electrical system inspection works, to prepare newly refurbished units for occupation.

4.4 Staff well-being

In February 2018 an organisational psychologist was appointed to Oberstown. Key areas of responsibility for this role were to oversee intervention programmes to meet the support needs of Oberstown staff, and to coordinate the development and delivery of Critical Incident Stress Management (CISM) services on Campus. During 2018, a health & well-being strategy for Oberstown was developed and signed off on. A mental health & well-being booklet for staff was also developed as a tool to assist staff in times of need. A new employee assistance provider, Inspire, was also retained as an external source of confidential support for staff. Also during 2018, a new After Incident Review process designed by the

organisational psychologist was rolled out by the health and safety team. The new process allowed structured lookback at incidents as they arise on Campus with a view to improving outcomes and learnings for the future.

4.4.1 Critical Incident Stress Management (CISM)

Oberstown became the first organisation in Ireland to train a full peer support work team on a third level accredited programme in CISM. CISM refers to a package of techniques and tools put in place to assist staff to address stress that may arise following a critical incident. The package includes policy, procedure, workshops and a peer support team. During 2018, 14 new peer support workers were trained as part of the CISM initiative, and a conferring ceremony was held on Campus in February 2018. There are now more than 30 Oberstown staff members trained as qualified peer supporters. An online training module for CISM was also developed during 2018.

5.0 Communications & Engagement

The Oberstown Communications & Engagement Strategy set 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, and during 2018, work continued to enhance and promote consistent and clear communications with specific audiences as per the objectives of the plan.

5.1 Internal communications

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

Internal communication goals as set out in the Oberstown Communications & Engagement Strategy for 2018 were to

strengthen staff engagement by being more open, accountable and transparent, and to identify new communications tools and opportunities to communicate Oberstown's messages more engagingly and to a wider audience.

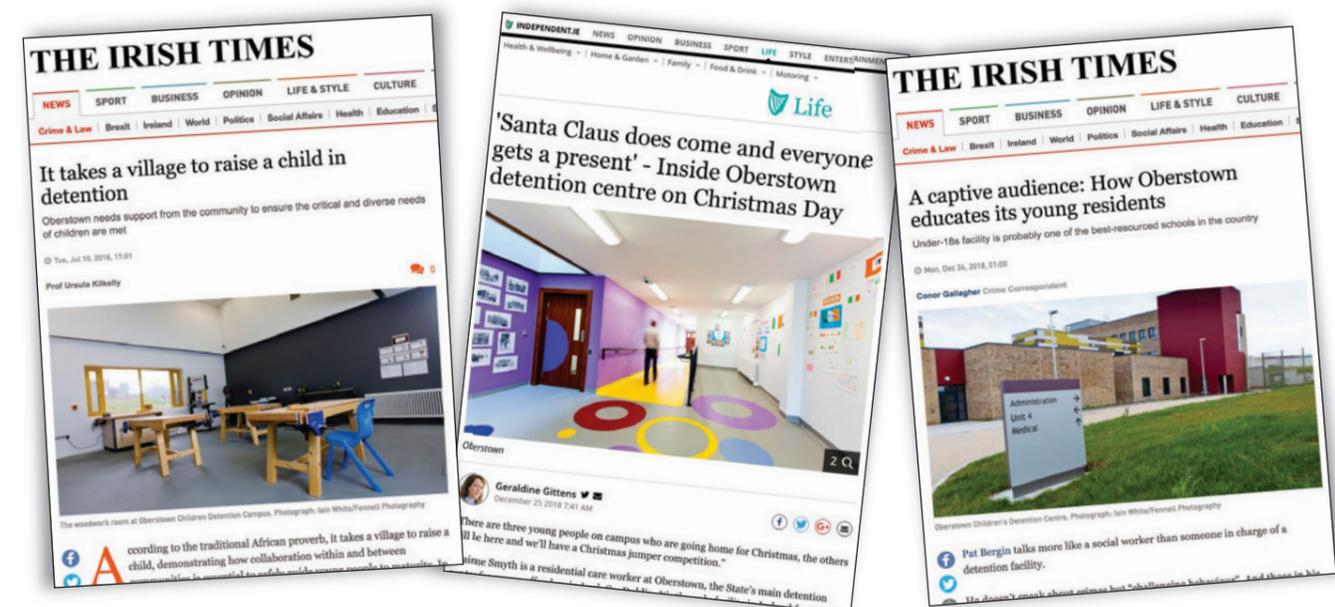
5.1.1 Developments during 2018

- ◆ Work to embed mission, vision & values into the culture of the Campus was undertaken through awareness initiatives including an internal strategy launch day and a commitment to providing ongoing updates and information to staff in the achievement of the Oberstown Strategic Plan.
- ◆ Further staff engagement took place on a number of fronts including a series of Town Hall meetings and regular internal communications about developments in Oberstown.

- ◆ The Oberstown newsletter was delivered digitally once a month. 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.

5.2 External communications

As per the Oberstown Communications and Engagement Strategy, external communications goals for 2018 were to communicate more effectively with stakeholders, the media and the public to increase public awareness and understanding of the role and



work of Oberstown. During 2018, Oberstown continued to engage with media and stakeholders in a range of new and innovative ways.

5.2.1 Developments during 2018

◆ Stakeholder engagement

Proactive stakeholder engagement was sustained during 2018 with Oberstown increasing communication with external agencies to develop and strengthen partnerships.

In June 2018, Oberstown hosted an event on mental health and substance misuse, bringing together experts, community groups and service providers to share knowledge and approaches on helping young people overcome their challenges. Speakers at the event

include Dr Tony Bates, Founding Director of Jigsaw, Tony Geoghegan, CEO and Co-Founder of Merchants Quay Ireland and Dr Sharon Lambert, School of Applied Psychology, UCC. Oberstown launched its 2018 research data, 'Key characteristics of young people in detention: A snapshot (Q1, 2018),' at this event.

In October 2018, an on-site meeting was held with more than 20 of Oberstown's key stakeholders in attendance. A joint presentation by the Director and the Chair of the Board of Management outlined the goals of the Oberstown Strategic Plan, talked through how some of those goals were being achieved and had a constructive Q&A session.

◆ Public & media engagement

Oberstown continued to increase public awareness about Oberstown by working proactively with the media to ensure that coverage was fair and accurate. During 2018, Oberstown was involved in proactive media campaigns to highlight the organisation as a supportive working environment and to showcase the CEHOP model of care. Oberstown developed a media toolkit during 2018 to assist journalists when reporting about Oberstown. The resource is featured under the media section of the Oberstown website and contains a range of reference tools, including Oberstown statistics, model of care, images and other downloadable infographics. The

Oberstown staff past and present at the annual seniors Christmas dinner at the Man O' War GAA club. Oberstown staff have been catering for this event for 27 years.



website was also further developed as a tool for attracting new staff to the organisation, and a new Oberstown recruitment ad was designed and utilised in the latter half of the year.

In order to further increase transparency, Oberstown began publishing statistics relating to single separation, physical interventions with young people and suicide and self-harm. Publication of monthly occupancy statistics and snapshot 'Point in Time' statistics also continued during 2018. As well as serving to educate and inform, this data supports internal decision-making in areas such as managing behaviour, use of restrictive practices, needs of young people. The information is reviewed at Campus management level and monthly at Board of Management meetings where it is routinely interrogated.

In March 2018, Oberstown attended the Social Care Ireland Conference, manning a stand with information about working

in Oberstown. Students and social care workers from across Ireland were in attendance and Oberstown used the opportunity to share information about working in the organisation.

Oberstown took part in two research projects during 2018; the Irish Penal Reform Trust research looking at the crossover between young people in care and justice system and a project carried out by the University of Limerick to assess the effectiveness of data collection in the Irish Youth Justice service.

Oberstown also made a submission to the Commission on the Future of Policing, and young people in Oberstown were interviewed by the commission as part of their remit to consult with young people.

◆ Local community

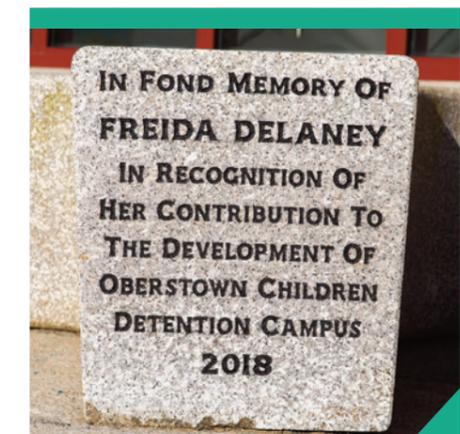
During 2018, Oberstown continued to build relationships with its neighbouring community. The catering department continued to provide meals on wheels in the

locality, and the Oberstown household and catering staff ran the annual seniors Christmas dinner at the Man O' War GAA club. In 2018, young people from Oberstown helped to prepare the Christmas meals, made a Christmas cake and created flower arrangements as part of restorative practice and giving back to the local community. Oberstown staff have been contributing to the community in this way for 27 years.

◆ Commemoration

In December 2018, Minister for Children and Youth Affairs, Dr Katherine Zappone, TD, visited Oberstown to unveil a plaque for Freida Delaney of the Irish Youth Justice Service. Ms Delaney spent ten years of her career helping to make the integrated Oberstown campus become a reality. More than 50 of her colleagues, family and friends gathered in Oberstown to pay tribute to her hard work and dedication, sharing stories about her commitment to the project and her pragmatic approach to getting things done.

Oberstown deputy director Lena Timoney (left) with responsibility for care services with Oberstown director, Pat Bergin, and Chair of the Board of Management Ursula Kilkelly, at an Oberstown event to highlight the issues of mental health and substance misuse in young people in detention.



Appendices



Appendix 1

1.0 Strategic Plan progress update 2018

Strategic Objective 1: Provide the best possible care for young people	Progress in 2018
By 2020, we will: have taken steps to implement the CEHOP framework on a consistent basis across the Campus.	
<p>Review and revise all relevant policies that support the CEHOP framework.</p> <p>Promote staff awareness of these policies and improve management responsibility for their implementation.</p>	<p>A process of reviewing care policies that support the CEHOP framework was undertaken throughout 2018. A series of information sessions was undertaken with care staff to brief them on the new policies and procedures. Improvements to the management structure across the Campus reinforced accountability for the implementation of CEHOP and Campus policies.</p> <p>Work began on the development of a new policy framework, underpinned by Campus Rules.</p>
<p>Appoint a Young Person's Programme Manager to develop and lead out on specific evidence-based programmes to address offending behaviour.</p>	<p>A Young Person's Programme Manager was advertised internally in 2017 and an appointment was made in September 2017. This post includes the responsibility to identify and implement programmes to address offending behaviour. Three programmes were implemented in 2018.</p> <p>The Probation Service allocated a Probation Officer to the Campus in 2018 and this has further enhanced work with young people on offending behaviour.</p>
<p>Review behaviour management policies and procedures in consultation with staff and taking into account the views of young people.</p>	<p>Work was undertaken to review behaviour management policies and procedures in 2017. However, the level of engagement with staff and young people was insufficient to maximise their input and this is now under review.</p> <p>Separately, the Review of Behaviour Management undertaken in 2016/2017 was published on the Oberstown website, together with an update on the implementation of the report's recommendations.</p>
<p>Ensure that restricted practices are implemented in line with approved policies and procedures.</p>	<p>The scrutiny of all restrictive practices was intensified throughout 2018 in order to ensure full compliance with approved policies and procedures. This included daily reporting to the Director on single separation, weekly reporting on restrictive practices to the Campus Management Team and monthly reporting to the Board of Management. Data indicates that this oversight, among other measures, has begun to have a positive effect.</p>

Strategic Objective 1: Provide the best possible care for young people (Cont.)	Progress in 2018
<p>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.</p>	<p>Information and awareness about the CEHOP framework continued to be shared with Campus staff throughout 2018. Detailed information and explanations about placement planning, which supports the CEHOP framework, was communicated daily by managers to care staff. Measures were taken to develop and structure placement planning meetings around the CEHOP framework and residential unit staff and Oberstown school teachers now participate in this process. Young people are routinely familiarised with the CEHOP framework through informal and formal dialogue with staff. Engagement has begun with the school/ teachers around CEHOP.</p> <p>A review is underway into the access to services by young people on remand.</p>
<p>Work with external agencies to ensure that the complex needs of young people in Oberstown are met.</p>	<p>External agencies were identified throughout 2017 and since 2018 a number engage directly in Oberstown to support the Campus and ensure the complex needs of young people in Oberstown are met. These include state bodies like Tusla, the Health Service Executive, the Irish Prison Service, the Education and Training Board, the Probation Service, An Garda Síochána, the Court Service, the Ombudsman for Children and the Health Information and Quality Authority. Oberstown also works closely with EPIC, Extern, Le Chéile, YAP and An Crinán to the benefit of young people and their families, both on Campus and following their return to the community.</p>
<p>Adopt a Campus strategy to promote the participation of young people in decision-making.</p>	<p>In October 2017, the Board of Management adopted the Campus Strategy for the Participation of Young People in decision-making, following the development of the Strategy with the young people themselves.</p> <p>The Campus Council is now well established as a means of promoting that young people can provide their views to the Director on matters that affect them.</p> <p>An Advocacy Officer has been appointed to support implementation of the Campus participation strategy.</p>

Strategic Objective 1: Provide the best possible care for young people (Cont.)	Progress in 2018
<p>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.</p>	
<p>Work with our stakeholders to agree a campus facilities management plan that provides effective management and support for the physical estate.</p>	<p>A facilities management contract was agreed in January 2018 and a three year plan adopted to provide for both planned and remedial works and Campus infrastructure projects. This ensures appropriate, timely and effective measures are taken to remedy buildings defects as they arise and to proactively plan for the maintenance of the Campus infrastructure.</p>
<p>Develop a plan for the future of the physical Campus, identifying priority physical works.</p>	<p>Work was undertaken to identify the priority works on Campus, with particular attention being paid to older buildings to determine if they are fit for purpose and if remedial works are required. The outcomes of this analysis were presented to the Board and the Irish Youth Justice Service for consideration.</p>
<p>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.</p>	
<p>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.</p>	<p>Developments throughout 2018 mean that multi-disciplinary, clinical meetings, chaired by Oberstown are now held on Campus on a weekly basis to identify and review the needs of young people and the services and supports they require.</p> <p>The placement plan process serves to identify an exit strategy for young people at the point of admission. Agencies participate in this process and inform the actions to be taken to return young people to their home/ community in conjunction with Oberstown's external partners and other agencies.</p> <p>A review of the services available to young people on the Campus was undertaken in Q4, 2018, involving ACTS and the Forensic Mental Health Services.</p>
<p>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.</p>	<p>Further steps were taken in 2018 to promote transparency in Campus operations and to provide public information on the care of young people. Statistics, data, reports and other information is now published on the Oberstown website on a regular basis. This includes: monthly point in time data, quarterly in-depth analysis of the characteristics of young people in detention, Campus occupancy statistics and other detailed statistics including on the incidences of single separation, physical intervention and self-harm.</p>

Strategic Objective 1: Provide the best possible care for young people (Cont.)	Progress in 2018
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.	Oberstown operates a placement plan framework to address the needs of young people under the CEHOP framework. Each element of the CEHOP framework is considered within this process. Placement planning meetings are now chaired by named individuals to ensure the consistency and quality of each meeting. Briefing sessions have been undertaken with keyworkers to clarify their roles and responsibilities in working with young people. The head of Care Services was appointed to deliver on this process. Young people normally attend the placement plan meeting and their views are sought as part of the process.
Deliver on the Oberstown agreed measures and metrics to support the full implementation of CEHOP.	The Board of Management approved the management of information schedule in March 2018. In line with this, the Board receives regular information on the metrics and measures on the implementation of the placement plan process which underpins the CEHOP framework and this information is routinely interrogated at monthly Board meetings.
By 2020, we will: Promote the collation, analysis and use of good quality data to support the quality of care provided to young people.	
Implement the new case management system across Campus, providing enhanced recording of decision-making.	The Oberstown Case Management System (Electronic Information System), developed in line with CEHOP, has been implemented from October 2018. Four staff were specially trained on the Case Management System and they have been actively supporting residential social care workers and night supervising officers in its use since its introduction.
Ensure that accurate data is readily available to decision-makers and taken into account in both operational and strategic decision-making.	Systems have been established to support the collection of accurate data. The format of this data supports decision-making in areas such as managing behaviour, use of restrictive practices, needs of young people, admissions and discharges, and injuries to staff. This information is reviewed weekly at Campus management level and monthly at Board of Management meetings where it is routinely interrogated. Information is now regularly published to inform stakeholders and wider society on the operational and strategic aspects of the Campus.
Take steps to make publicly available information on the care provided to young people and factors associated with their care.	Information on the care of young people is published on the Oberstown website on a regular basis. This includes: monthly point in time data, quarterly characteristics of young people in detention, occupancy statistics and detailed statistics on incidences of single separation, physical intervention and self-harm.

Strategic Objective 2: Develop our people and our organisation	Progress in 2018
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.	
Have in place a skills matrix for all staff.	A range of measures have been undertaken to implement this goal. These include a Training Needs Analysis (TNA) being undertaken to identify the skills of staff; a skills audit/analysis and an updating of the current training matrix to reflect all training that has been completed in the past 3 years.
Develop and implement a staff training and development plan consistent with identified needs from our performance management process.	A schedule of training has been developed to address requirements in key areas such as behaviour management, child protection and other statutory requirements.
Develop a set of career pathways where applicable and appropriate for staff.	Opportunities for progression and promotion continued to be made available throughout 2018. A residential social care worker Grade II was approved by the Department of Public Expenditure and Reform to allow for promotional opportunities for residential care workers. A number of new roles such as Care Office Manager, Health & Safety Officer, Advocacy Officer, Care Worker Medical team, Site Managers and Young Person's Programme Manager have been established and filled. This has created internal movement within the Campus, providing staff with career development opportunities..
Develop and implement a continuing professional development (CPD) model for all grades within Oberstown.	Staff were supported to use the Campus continuing professional development (CPD) scheme in line with professional development needs. This included providing support for staff to undertake academic and professional qualifications relevant to their roles on Campus.
By 2020, we will: Implement our revised grading structure with appropriate promotional opportunities for staff.	
Engage with our staff and trade unions to ensure that our existing grading structure and proposed additional grading opportunities are negotiated and implemented.	Engagement with staff and trade unions was initiated in 2017 on the implementation of a new grade - Residential Social Care Worker II. Operational changes took place during 2018 with the introduction of new posts within the current grading structure.
	A strategy to implement a 3-cycle shift patterns for Unit/Site Managers came into effect in November 2018. This will enhance the ability of the Unit Managers group to manage operations more effectively by reducing the duration of shifts and extending attendance on site to 5 over 7 days.

Strategic Objective 2: Develop our people and our organisation (Cont.)	Progress in 2018
Review our practices to ensure that fairness and transparency applies in all promotional situations.	Efforts have been taken to ensure that all promotional and new opportunities are communicated widely across the Campus. Advertising and applications are inclusive of all staff including those on leave, e.g., career break, maternity leave, sick leave, etc. Selection for these opportunities is fully aligned with Public Appointment Service guidelines.
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.	
Ensure that we have identified the competencies and modules necessary for residential social care staff to meet the impending standards and put in place the needed training programmes.	A tailored induction programme was developed to ensure the relevant training is available to residential social care workers on their commencement in Oberstown. The ongoing training programme will continue to enhance the skills of residential care workers in line with policy and practice requirements and the evolving needs of the Campus. This will include areas such as: understanding diversity, children's rights, understanding trauma and the effects of drug addiction and mental health.
Assess the gaps between our existing staff groups' knowledge and practice and standards.	The first step of evaluating the gaps between knowledge and practice is underway through the training needs analysis. On completion of this analysis, the findings will inform what actions need to be undertaken to bridge any deficits identified in the area of knowledge and practice.
Recruit all future new care staff to the necessary standards for certification and registration.	Oberstown has completed the process of identification of standards for recruitment with the Department of Children and Youth Affairs and Public Appointments Service and all new recruitment campaigns include agreed standards.
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.	
Implement phase 1 of the Performance Management Development System (PMDS) for management.	Phase 1 training on PMDS was delivered in 2017 for all senior managers. Focus was then placed on identifying key performance indicators for management, including supervision and capacity building for middle managers.
Roll out PMDS for other staff groups.	In 2018, priority was given to senior managers.
Invest in management groups with a view to developing and enhancing capability to support better decision-making in all areas.	Workshops/information sessions were delivered to middle management teams throughout 2017 and 2018 to support the development of this group. Group supervision was provided in 2017 and 2018 as part of a developmental programme for middle managers. External consultants provided training and development to the senior management team in order to enhance their capacity for effective decision-making.

Strategic Objective 3: Implement the policies, procedures and standards consistent with the best model of detention for young people	Progress in 2018
By 2020, we will: Have adopted a revised policy and procedure framework, ensuring unambiguous guidelines and procedures are in place in all areas.	
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.	Throughout 2017 and 2018, the Board of Management reviewed and approved core policies for the Campus. A review of operational procedures was undertaken for the residential units and a schedule of implementation of these policies was established in 2018. A review of HR policies has been completed. A Communication and Engagement Strategy was approved by the Board of Management in October 2017 to support the communication of Campus policies, including the sharing of information throughout the Campus. A Participation Strategy was approved by the Board of Management in October 2017 to support the engagement and consultation with young people in aspects of service delivery that impacts on their lives.
Implement a system of regular policy review, taking into account the views of young people and staff.	A series of policies and procedures were approved by the Board of Management in 2017 and 2018. Following the approval by the Board of Management in October 2017 of the Communications and Engagement Strategy and the Participation Strategy, consultation with staff and young people is ongoing as part of policy development.
Take steps to promote and test consistent adherence to recording decision-making.	Internal and external audits of a range of documentation was undertaken in 2017 & 2018. Internal audits were undertaken by head of care services of young people's care files. An external audit was undertaken of young people's files to determine compliance with policies and procedures which impacted on decision-making. A number of key findings were identified from these reviews which have been factored into improvements in decision-making.
Ensure information is available to the Board of Management to enable scrutiny of Campus policy implementation.	The management information schedule provides for reporting to the Board of Management the implementation of Campus policies. This process came into effect in March 2018. In line with the principles of good governance, the Board interrogates the implementation of Campus policies on a monthly basis, keeping the quantity and quality of data received under regular review.

Strategic Objective 3: Implement the policies, procedures and standards consistent with the best model of detention for young people (Cont.)	Progress in 2018
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.	
Commence the documentation of 'how we do things' from a quality standards perspective in Oberstown for the health and safety and catering functions.	The first ISO Accreditation Stage Audit relating to Health and Safety is underway. Standard operating procedures on the reporting, risk assessment and remedial actions have been in place since 2017. Ongoing engagement with the Health and Safety Authority forms part of the process to ensure the Campus adheres to high standards of safety. Accreditation for ISO for the catering functions is also underway. Standard procedures and documentation are also in development. The Environmental and Health Officer with the HSE monitors compliance with standards at the Campus.
Put in place a project team to drive the ISO accreditation processes in these areas.	This is already in place, i.e. an implementation team was established in 2017 comprising staff representing health and safety and catering services, reporting to the Deputy Director (Risk & Safety) and the Logistics Manager.
By 2020, we will: Develop a programme to support student placement and continuing professional development for staff.	
Engage with relevant higher education providers to identify opportunities for student placements.	Priority has been given to the induction and training of new staff during 2017 and 2018. Initial engagement has been made with third level providers to determine the structures required to support student placements. Discussions have taken place with the Irish Association of Social Care Workers in this regard. Consideration has been given to the registration requirements set out by CORU.
Actively promote a system of continuing professional development for staff.	The Campus has a further education academic programme to support professional development for staff. Following a completion of the training and needs analysis in 2018, the scheme will be reviewed to determine areas of improvement.

Strategic Objective 4: Enhance communications aligned to our values and mission	Progress in 2018
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.	
Adopt a Communications and Engagement Strategy to ensure stakeholders are regularly informed of Campus developments and initiatives.	The Oberstown Communications and Engagement Strategy was developed to support the delivery of the Oberstown Strategic Plan 2017 - 2020 and approved by the Board of Management in 2017. The plan has directed communications both internally and externally in 2018 to enhance and promote consistent and clear communications with target audiences.
Continue to engage with the public to raise awareness about and build confidence in Oberstown.	As part of the implementation of the Oberstown Communication and Engagement Strategy, information is now routinely published on the Oberstown website, public events are held to inform on progress on Campus and communications are issued to support an understanding of developments and initiatives. Proactive media engagement and proactive stakeholder engagement have been prioritised as part of the Campus public awareness strategy.
Enhance staff understanding of their roles and their contribution to developing a pro-social model of engagement with young people.	Following the publication of the Lessons from the Literature booklet, and engagement with staff, a progress plan was established to implement the findings of the literary review. A consultation process with young people was also agreed in 2017 but has not yet advanced for operational reasons.
By 2020, we will: Support strong engagement with our neighbouring community.	
Engage with our neighbours to better understand their needs.	Regular meetings were held between neighbours and the Director to promote the flow of information, build trust and good relations.
Develop an enhanced community engagement programme to ensure these needs are met in a mutually beneficial way.	Protocols and procedures to support enhanced communication during incidents on the Campus were established and remain active. Campus engages in community projects such as Meals on Wheels and Senior Citizens Christmas Party.

Strategic Objective 4: Enhance communications aligned to our values and mission (Cont.)	Progress in 2018
By 2020, we will: Implement a series of actions to create an Oberstown Campus culture.	
Support the development of the associated behaviours for our values and communicate how these values affect our practice.	The Board of Management approved the Campus mission, vision and values in October 2017. These were communicated throughout the Campus in 2018 and form part of our ongoing communication with staff and young people. These values are integrated into Campus policies both for staff and young people. Members of the Board of Management and senior management lead by example in the delivery of these values in the operation of the Campus.
Seek to enhance the reputation of the Campus through a series of culture initiatives and the creation of a common language.	In 2017 & 2018, a series of internal and external events were held to enhance the reputation of the Campus. These included: sharing information on the profile of young people on Campus, setting out the work undertaken by various staff working at Oberstown, celebrations on Campus of the amalgamation of the schools and the publicity associated with the training of twelve staff in peer support work at Oberstown.
Develop and implement a staff engagement programme to focus on cultural change.	Engagement with staff was a priority throughout 2017 and 2018 in order to support the promotion of a progressive culture, based on Oberstown values. A formalised programme of engagement has yet to be established.

Strategic Objective 5: Deliver robust governance at all levels and drive effective accountability	Progress in 2018
By 2020, we will: Establish a clear understanding of the Oberstown governance structure.	
Make available a clear concise map of the organisational structure with areas of responsibility.	An organogram of Campus management was finalised in 2018 to reflect the new organisational structure.
Implement the legislation and policies as set down by the Minister for Children and Youth Affairs.	Priority work was given to the implementation of national policy in the areas of Children First and Single Separation.
Develop and implement a Campus Code of Conduct.	A Code of Governance is in development by the Board which is due to be approved in December 2018. This will address the requirement for a Code of Conduct. However, the HR Policies approved by the Board of Management in 2014 sets out the core requirements for staff conduct as employees of Oberstown.
Ensure that good practice in governance is applied in all areas of our operations.	<p>The Board of Management operates fully in line with the expectations of good governance and legislative requirements including the Children Act 2001. The Board of Management, through its governance has reviewed its operation in line with the requirements of the Code of Practice for the Governance of State Bodies and in particular the Board has adopted a Governance Handbook setting out the clear expectations on the Board, the Director and the Minister/Department.</p> <p>Two sub-committees have been established by the Board of Management to address:</p> <p>1. Governance and 2. Risk, Finance and Audit.</p> <p>They each have a programme of work and report monthly to the Board of Management. The Board of Management holds the Director and the Campus management team to account in respect of the operations of the Campus through regular reporting and auditing of the services and policy implementation.</p>
By 2020, we will: Continue to enhance the accountability provided by management, including the Board of Management, for the Campus.	
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.	A service level agreement is in place with the Department of Justice (DoJ) for the provision of IT services for the Campus. The Campus has through the DoJ developed a Case Management system to support the collation and sharing of information. This system provides for an enhanced reporting system to support decision making.

Strategic Objective 5: Deliver robust governance at all levels and drive effective accountability	Progress in 2018
Ensure the Board is supported to provide effective oversight by the provision of timely information.	Protocols have been established by the Board of Management for the dissemination of information in a timely manner so as to ensure effective oversight by the Board of Management. A schedule of information was agreed by the Board of Management in June 2017 for the Director to report on a monthly and quarterly basis
Engage with a variety of audiences nationally and internationally to share the experiences and expertise in the practices of youth detention.	Oberstown has been involved in a series of national and international events in 2017 and 2018 to share experiences and knowledge on the practices of youth detention. This has included a presentation to the Forum of the European Commission on Children Deprived of their Liberty in Brussels. Young people have also contributed to the Global Study on Children Deprived of their Liberty.
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 Director participates in the interdepartmental group on the development of a youth justice action plan. This process has been underway since 2017 and consideration is currently being given to an action plan for the period 2018-2020.

Appendix 2

2.0 Board of Management meeting attendance, 2018

Name	18/01/2018	20/02/2018	22/03/2018	19/04/2018	21/05/2018	25/06/2018	18/07/2018	18/09/2018	18/10/2018	14/11/2018	13/12/2018	Total attended 2018
Ursula Kilkelly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11
Sinead O'Herlihy	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓	10
Pat Rooney	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11
Elizabeth Howard	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	10
Charles Irwin	✓	x	x	✓	✓	✓	✓	✓	✓	✓	✓	9
Diego Gallagher	✓	✓	✓	✓	✓	✓	x	x	✓	✓	✓	9
Emer Woodfull	✓	x	✓	✓	x	✓	✓	x	✓	✓	✓	8
Mr Michael Farrell	✓	✓	✓	x	✓	✓	✓	✓	✓	✓	✓	10
Laoise Manners	✓	✓	x	✓	✓	x	x	✓	x	✓	✓	7
Tadgh Delaney	✓	✓	✓	x	✓	✓	✓	✓	✓	✓	✓	10
Liam Walsh*	✓	✓	✓	x	✓	x	✓	✓	✓	x	x	7
Don O'Leary	✓	✓	x	✓	✓	x	✓	✓	✓	✓	x	8
Jim Gibson*	x	x	x	x	x	x	x	x	x	x	x	0

* Did not serve full year on the Board.

2.1 Oberstown Governance sub-committee attendance 2018

Name	14/06/2018	18/09/2018	09/11/2018	Total attended 2018
Ursula Kilkelly	✓	✓	✓	3
Sinead O'Herlihy	✓	x	✓	3
Mr Michael Farrell (Chair)	✓	✓	✓	3
Liam Walsh *	x	✓	x	1

*Liam Walsh did not serve full year on the Board.

2.2 Oberstown Finance, Audit & Risk sub-committee attendance 2018

Name	12/01/2018	20/02/2018	22/03/2018	15/05/2018	20/06/2018	06/09/2018	12/10/2018	01/11/2018	Total attended 2018
Charles Irwin (Chair)	✓	x	x	✓	✓	✓	✓	✓	6
Tadgh Delaney	✓	✓	✓	✓	✓	✓	✓	✓	8
Diego Gallagher	x	✓	✓	✓	✓	x	✓	✓	6



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