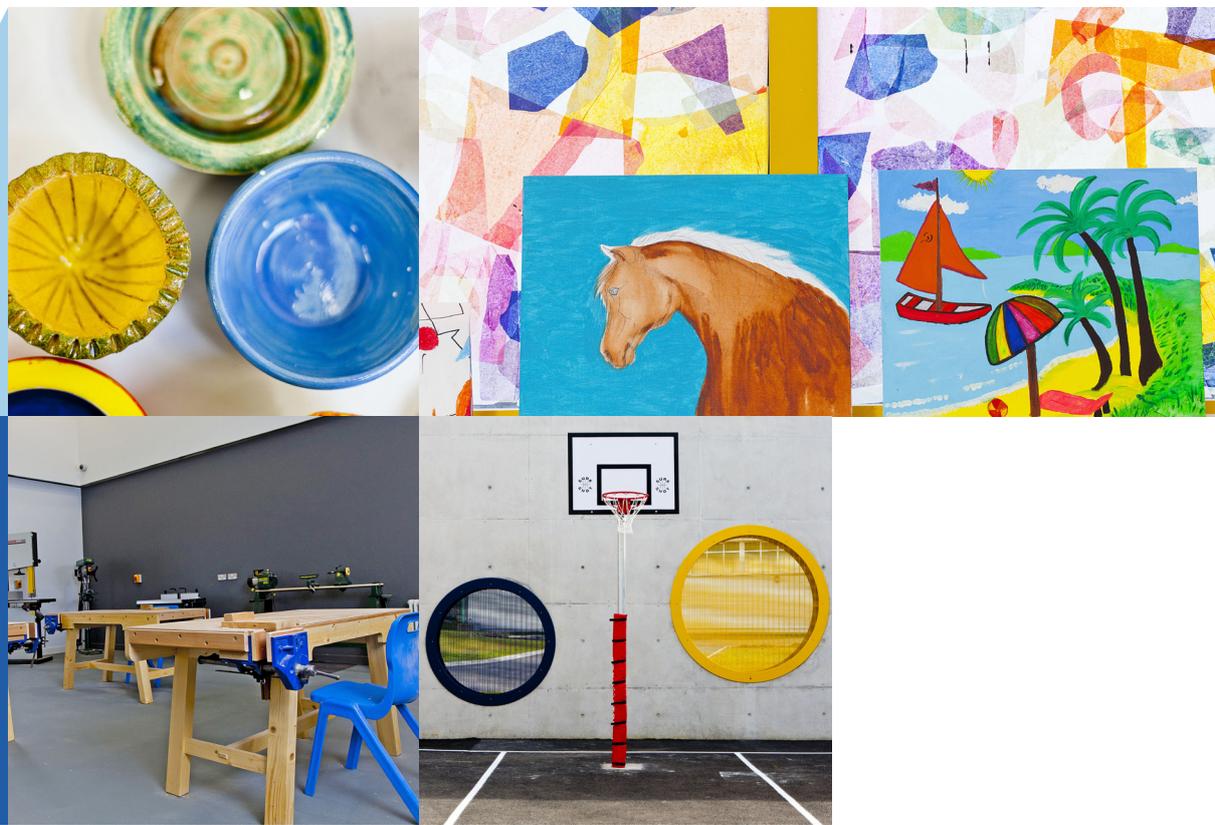


Living our Strategy: A review of the Oberstown Strategic Plan 2017-2020





Mission

Our mission is to ensure that young people detained in Oberstown are supported to move away from offending behaviour to make a more positive contribution to society.

Vision

Oberstown provides safe, secure care and education to young people in our care and we will continue to develop our people, our processes and our capability to meet the best international standards in the delivery of this care.

Values

- Respect
- Learning and reflection
- Working together
- Honesty and integrity
- Commitment to quality care and support.

Preface

In 2017, the Oberstown Children Detention Campus Board of Management adopted the first Strategic Plan for the Campus setting out five high level strategic objectives to be achieved between 2017 and 2020. The plan built on the Action Plan that had been adopted by the Board in January 2017 to give much needed direction to Campus operations at the time and it was developed through a process of consultation with internal and external stakeholders including young people and Campus staff. The plan was formally adopted by the Board in October 2017 and launched by the Minister for Children and Youth Affairs, Dr Katherine Zappone, TD on 14 December 2017. Since that time, extensive work has been underway on Campus to progress the implementation of its five strategic goals and this report presents an account of the milestones achieved in 2018. It also sets out the priority actions for 2019, as the Strategic Plan enters its second year, towards completion in 2020.

The Strategic Plan has five core areas of priority action or strategic objectives as follows: to provide the best possible care to young people, to develop our people; implement policies and procedures consistent with the best model of detention for young people; enhance communications aligned to our values and deliver robust governance and accountability at all levels. In order to deliver on each of the five strategic objectives, the plan sets out a series of goals and actions under each heading. These include, for example, the implementation of the CEHOP (Care, Education, Health, Offending behaviour and Preparation for leaving) framework that guides the treatment of young people on Campus, providing specialist supports to ensure the needs of young people are met, taking steps to provide a safe and secure environment for young people and for staff and promoting the collation and analysis of good data to provide the best care to young people. It is the Oberstown mission to support young people to move away from offending behaviour to make a positive contribution to society. The Strategic Plan aims to fulfil this mission including by delivering on related objectives of supporting and investing in our people, providing the Campus with a coherent and comprehensive policy framework that is informed by evidence and best practice and ensuring that the highest and most robust standards of governance and accountability apply at every level of the organisation.

The Strategic Plan was developed in 2017 when it served to clarify the direction of Oberstown following a period of upheaval and change. Against this context, the plan set out the key priorities for those who work with and for young people on Campus and helped to influence the ongoing agenda of review, reform and renewal. As this report indicates, there has been substantial work achieved right across all areas of the Strategic Plan. Admittedly, the progress attained, detailed here as actions undertaken in 2018, frequently goes unnoticed as Oberstown evolves and develops quietly and with increasing confidence into a modern and progressive detention facility that offers the very best care to young people. While undoubtedly challenges remain in delivering on the Campus' ultimate ambition of meeting the best international standards in the delivery of care, as this report shows, Oberstown is indeed living up to the commitment set out in our vision, of continuing to develop our people, our processes and our capability to this end. The reports of the annual HIQA inspection provide verified and objective evidence of this progress, via a robust and methodical inspection process and we look forward to continued evidence of progress in 2019.

In conclusion, we would like to thank the Oberstown staff, throughout the organisation, who have been central to the progress that this interim report on the implementation of our Strategic Plan represents. Oberstown does not operate alone in the youth justice system and we also want to acknowledge the important role played by our many stakeholders, partner agencies and supporters. We would particularly like to thank the Minister for Children and Youth Affairs, Dr Katherine Zappone TD, and colleagues in the Irish Youth Justice Service for their continued support. We look forward, with the further actions detailed here, to continued progress in the year ahead.



Professor Ursula Kilkelly, Chairperson of the Board of Management
13rd December 2018

A review of the Oberstown Strategic Plan, 2017-2020

Ref.	Goals	Progress in 2018	Priorities for 2019
Strategic Objective 1			
Provide the best possible care for young people			
1(a)	<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>Campus Rules will be developed and adopted by the Board of Management to scaffold the progressive focus of the Campus and frame policies and procedures. A revised policy framework, in line with these Rules, will be adopted and rolled out across the Campus.</p> <p>Further work will be undertaken to promote awareness of this framework and to ensure buy-in among Campus staff.</p> <p>Steps will be taken to further embed CEHOP in practice via placement planning.</p>
1(b)	<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>A review of offending behaviour programmes will be undertaken to ensure that young people on Campus enjoy access to the most appropriate, evidenced based approaches to addressing young people's offending behaviour.</p> <p>A review will be undertaken as to how to maximise the benefit of having the Probation Service on Campus.</p>
1(c)	<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>Building on previous processes, a further review of the Campus behaviour management policies and procedures will be undertaken. Consultation with young people will take place to ensure this is informed by their views.</p>

Ref.	Goals	Progress in 2018	Priorities for 2019
1(d)	Ensure that restricted practices are implemented in line with approved policies and procedures.	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>Priority focus on restrictive practices on Campus will be maintained in 2019 to sustain the positive progress made in 2018. The adoption of the Campus Rules and the new policy framework will serve to embed the current approach in practice.</p> <p>In line with Campus policy, steps will be taken to promote positive alternatives to the use of restrictive practices.</p> <p>The roll out of the case management system will facilitate better recording of restrictive practices, and this data will be used to improve practice further.</p>
1(e)	Take further steps to promote a Campus- wide and holistic approach to CEHOP, with shared practices and approaches across residential units and the Oberstown School, with enhanced access to learning in line with the needs of young people.	<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>Further steps will be taken to promote closer engagement between the Campus and the school, at board, Director/principal and teacher/care worker levels.</p> <p>Measures will enhance shared sense of purpose between the school and the residential units and the opportunity for joint initiatives between teachers and care staff will be explored.</p> <p>The Young Person's Programme Manager will work with the school to embed programmes in the school.</p> <p>Action will be taken to enhance the experience of young people on remand in light of the review of their access to services.</p>
1(f)	Work with external agencies to ensure that the complex needs of young people in Oberstown are met.	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.	A mapping of all external agencies will be undertaken and relationships reviewed to ensure they are delivering value to the Campus and meeting the needs of young people as they evolve. Consideration will be given to how best to connect these agencies and ensure their co-ordination, e.g. via a dedicated forum to ensure they are aligned with the goals of Oberstown.

Ref.	Goals	Progress in 2018	Priorities for 2019
1(g)	Adopt a Campus strategy to promote the participation of young people in decision-making.	<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>	<p>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.</p> <p>The Advocacy Officer will also take responsibility for implementation of the Campus complaints policy and procedure.</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.			
1(h)	Work with our stakeholders to agree a campus facilities management plan that provides effective management and support for the physical estate.	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.	The effectiveness of this arrangement will be kept under review in order to ensure that it represents value for money and is an effective approach to maintaining and developing the Campus infrastructure and meeting the needs of the service.
1(i)	Develop a plan for the future of the physical Campus, identifying priority physical works.	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>Immediate attention will be given to any priority remedial work arising from the review of Campus infrastructure</p> <p>A ten-year infrastructure plan for the Campus will be developed, with the resources identified to inform its phased implementation.</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.			
1(j)	Ensure that the best supports and services are provided to young people in Oberstown and where possible on their return home in conjunction with other agencies.	<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>Work will continue to embed multi-disciplinary placement planning and service delivery into Oberstown operations in a way that meets the needs of young people. This will include agreeing a single model of assessment and care of young people in line with the CEHOP framework and agreeing communication and working protocols on child protection matters.</p> <p>Work will be advanced to identify specialist services in the community to connect with Oberstown, in order to facilitate supports for young people on their return home. Particular consideration will be given to developing the after-care programme in line with the Tusla after-care services.</p> <p>Oberstown will review the use of the mechanisms in the Children Act 2001 (e.g. early release, mobilities, etc.) that support the reintegration of young people back into families and communities.</p>

Ref.	Goals	Progress in 2018	Priorities for 2019
1(k)	Take steps to make publicly available information on the care provided to young people and factors associated with their care in conjunction with the IYJS and Department of Children and Youth Affairs.	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.	Further steps will be taken to enhance the transparency of Campus operations. More detailed information on the characteristics of young people and their care in Oberstown will be made available for public scrutiny and research purposes as appropriate. The Oberstown website will continue to be populated with relevant information and data.
1(l)	Take steps to ensure that the range of supports that young people need are provided through better placement planning, effective working with key workers and ensuring that young people have a say in these processes in line with the Oberstown Strategy on the Participation of Young People in Decision-Making.	<p>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.</p> <p>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.</p> <p>Young people normally attend the placement plan meeting and their views are sought as part of the process.</p>	<p>Focus on the quality of the placement plan process will continue and its effectiveness will be reviewed in 2019.</p> <p>The Advocacy Officer will promote the participation of young people in placement planning in line with the Campus Participation Strategy.</p> <p>The potential of the Keyworker role to promote the voices of young people in placement planning will be further explored.</p>
1(m)	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.	<p>Measurements and metrics used to evaluate the implementation of CEHOP will be reviewed in 2019.</p> <p>The type and amount of information made available to the Board for this purpose will be reviewed as part of a governance review in 2019.</p>
By 2020, we will: Promote the collation, analysis and use of good quality data to support the quality of care provided to young people.			
1(n)	Implement the new case management system across Campus, providing enhanced recording of decision-making.	<p>The Oberstown Case Management System (Electronic Information System), developed in line with CEHOP, has been implemented from October 2018.</p> <p>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.</p>	<p>An audit of the implementation of the Case Management System will be undertaken in 2019 and any barriers or gaps to its full implementation identified and remedied.</p> <p>Opportunities for enhancing the system will be identified through this process to ensure that it serves the purpose of enhanced recording of decision-making. Consideration will also be given to how to ensure system reports feed into improved decision-making and management.</p>

Ref.	Goals	Progress in 2018	Priorities for 2019
1(o)	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.	Steps will be taken to refine the quality of Oberstown data in order to enhance its relevance to decision-making, management and governance on Campus. Staff capacity to interpret, analyse and use the data will be developed, especially in the Care Office. A data and research strategy will be developed by the Board to ensure that this area of activity is robust and high quality.
1(p)	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.	Steps will be taken to disseminate more specialist data in order to continue to enhance the public understanding of young people in detention.

Ref.	Goals	Progress in 2018	Priorities for 2019
Strategic Objective 2			
Develop our people and our organisation			
By 2020, we will: Have in place a people and career development strategy with clear alignment to employee development, skills enhancement, continuing professional development and succession management practice.			
2(a)	Have in place a skills matrix for all staff.	A 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.	Once these audits are complete, the senior management team will identify the essential skills, knowledge and competencies required for each staff grade going forward. This will allow for improved planning and continuous development of staff to meet the ongoing operational needs of the Campus. A skills matrix will be developed for each department, i.e., each manager will have updated information for their team to assist them in planning and to ensure that all staff are trained to the required standards in the required areas.
2(b)	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.	A medium term training plan will be developed, informed by the findings of the training needs analysis and the Campus skills matrix. Recruitment will continue to be a priority in order to achieve staffing levels that enable staff to be regularly released for training.
2(c)	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.	Opportunities for progression and promotion will continue to be developed, especially for residential social care staff. These will include a formalising of the co-ordinator's post to support managers in residential units. Management will continue to explore opportunities for inter-departmental assignment of staff across the Campus.
2(d)	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.	A review of the Campus CPD programme will take place, following the outcome of the training and needs analysis. Work will progress to plan for the registration of the residential social care workers with CORU. Additional resources will be sought for enhanced CPD and training so that the scheme meets the needs of staff and the Campus.

Ref.	Goals	Progress in 2018	Priorities for 2019
By 2020, we will: Implement our revised grading structure with appropriate promotional opportunities for staff.			
2(e)	Engage with our staff and trade unions to ensure that our existing grading structure and proposed additional grading opportunities are negotiated and implemented.	<p>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.</p> <p>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.</p>	Engagement with staff and trade unions will focus on reviewing the rosters of both residential social care workers and night supervising officers. This aims to ensure that the rosters are more family friendly and meet the evolving needs of the Campus.
2(f)	Review our practices to ensure that fairness and transparency applies in all promotional situations.	<p>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.</p> <p>Selection for these opportunities is fully aligned with Public Appointment Service guidelines.</p>	The priority is to roll out the leadership and development training programmes so that staff are supported to maximise opportunities for promotion by being appropriately prepared and positioned.
By 2020, we will: Put in place a programme of supports and enablers to ensure the smooth implementation of registration for our Residential Social Care staff.			
2(g)	Ensure that we have identified the 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.	<p>In parallel with the work to develop the training matrix, a review of the residential social care workers roles will be conducted to identify the skills, knowledge and competencies required among this group.</p> <p>Steps will be taken to match the outcomes of the training needs analysis with the competencies of staff and our training programme.</p>
2(h)	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.	Given the evolving staff team and the ongoing work to develop training needs analysis, consideration will be given to next steps.
2(i)	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.	An audit will be undertaken to ensure that staff are being recruited to the necessary standards.

Ref.	Goals	Progress in 2018	Priorities for 2019
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.			
2(j)	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.	PMDS will be rolled out to the middle management team and to all relevant staff by the end of 2020. Key performance indicators will be agreed for management grades to be implemented. The senior management team will be tasked with implementing this system. Further training for managers will be provided as part of this strategy.
2(k)	Roll out PMDS for other staff groups.	In 2018, priority was given to senior managers.	Plans to roll out PMDS to all other staff groups will be progressed.
2(l)	Invest in our management groups with a view to developing and enhancing their 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.	A programme of leadership and development is at final stage of approval for 25 managers across the Campus. This programme of engagement and support for middle and senior managers will continue into 2019.

Ref.	Goals	Progress in 2018	Priorities for 2019
Strategic Objective 3			
Implement the policies, procedures and standards consistent with the best model of detention for young people			
By 2020, we will: Have adopted a revised policy and procedure framework, ensuring unambiguous guidelines and procedures are in place in all areas.			
3(a)	Ensure that all revised Campus policies are evidence-based, communicated effectively to staff and young people, and their implementation supported by unit and senior managers.	<p>Throughout 2017 and 2018, the Board of Management reviewed and approved core policies for the Campus.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>A consultation process will be undertaken with staff regarding the review of HR policies, before they are forwarded to the Board of Management for approval.</p> <p>The Board of Management will adopt new Rules for the Campus, accompanied by a new evidence-based, policy framework. Steps will be taken to ensure that this new policy framework is communicated effectively to all staff and implemented by staff with the support of unit and senior managers across the Campus.</p>
3(b)	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.	<p>All policies will be reviewed to ensure alignment with the Campus rules.</p> <p>The appointment of the Advocacy Officer will ensure that a systematic process is in place to ensure that the voice of young people is heard in the policy review process.</p>
3(c)	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.	<p>A series of internal audits will be undertaken to determine the adherence to the requirements of recorded decision-making, utilising the Case Management System to inform this goal.</p> <p>The management structure will be used to cascade to staff the expectations and benefits of effective recording of decisions.</p>
3(d)	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.	<p>Consideration will be given to how best to ensure that the Board of Management hears, directly or indirectly from young people about their experiences in Oberstown and generally. The Advocacy Officer will support the Board in this process.</p> <p>As data quality improves, the level and type of information necessary to enable Board scrutiny of policy implementation will be reviewed by the Board.</p>

Ref.	Goals	Progress in 2018	Priorities for 2019
By 2020, we will: Have in place appropriate external certification of our operation such as ISO for Health and Safety and ISO accreditation in our Catering Department.			
3(e)	Commence the documentation of 'how we do things' from a quality standards perspective in Oberstown for the health and safety and catering functions.	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.	Ensure compliance with the ISO accreditation for Health & Safety and Catering and give consideration to rolling out this approach to other departments.
3(f)	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.	The progress towards ISO accreditation will be reviewed to ensure any obstacles or barriers are addressed.
By 2020, we will: Develop a programme to support student placement and continuing professional development for staff.			
3(g)	Engage with relevant higher education providers to identify opportunities for student placements.	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.	With these building blocks in place, engagement with third level institutions will be undertaken in order to agree a framework for student placement on Campus.
3(h)	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.	Review our further education and academic support programme. Develop a practice placement mechanism.

Ref.	Goals	Progress in 2018	Priorities for 2019
Strategic Objective 4			
Enhance communications aligned to our values and mission			
By 2020, we will: Have enhanced the public understanding of the Oberstown mission and vision to provide excellence in the care and education of young people in detention.			
4(a)	Adopt a Communications and Engagement Strategy to ensure stakeholders are regularly informed of Campus developments and initiatives.	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.	A review of the implementation of the Communications and Engagement Strategy will be undertaken to identify areas for improvement and priority in 2019.
4(b)	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.	Consideration will be given to further professionalising the communications function on Campus. The appointment of a Communications Officer will be advanced to further embed effective communication in Campus operations, internally and externally.
4(c)	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.	Priority will be given to implementing the recommendations of the literature review through consultation with staff and young people. This will enable the relationship model of care to be embedded further in the CEHOP framework.
By 2020, we will: Support strong engagement with our neighbouring community.			
4(d)	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.	Consultation with our neighbours will continue to be part of the Campus Communication and Engagement Strategy.
4(e)	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.	Community engagement will be the subject of continuous improvement.

Ref.	Goals	Progress in 2018	Priorities for 2019
By 2020, we will: Implement a series of actions to create an Oberstown Campus culture.			
4(f)	Support the development of the associated behaviours for our values and communicate how these values affect our practice.	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.	Consideration will be given to further creative ways to communicate our mission, vision and values across the Campus and to embed these in practice.
4(g)	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.	Continue to undertake twice annual events to publicise the work of the Campus maximising the potential to engage staff internally in this work.
4(h)	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.	Priority will be given to developing a formalised approach to gather staff views on Campus change.

Ref.	Goals	Progress in 2018	Priorities for 2019
Strategic Objective 5			
Deliver robust governance at all levels and drive effective accountability			
By 2020, we will: Establish a clear understanding of the Oberstown governance structure.			
5(a)	Make available a clear concise map of the organisational structure with areas of responsibility.	An organogram of Campus management was finalised in 2018 to reflect the new organisational structure.	Update organogram for the Campus and ensure its effective communication.
5(b)	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.	The implementation of national law and policy will continue to be a priority of Campus management.
5(c)	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.	Develop a Campus Code of Conduct and disseminate throughout the organisation.
5(d)	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. They each have a programme of work and report monthly to the Board of Management.</p> <p>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>	Following the adoption of the Oberstown Governance Handbook, the operation of the Board in line with the Handbook will be reviewed. Orientation of new Board members, appointed from 1 June 2019, will take place in line with the Handbook.
By 2020, we will: Continue to enhance the accountability provided by management, including the Board of Management, for the Campus.			
5(e)	Have effective IT systems in place to act as an enabler of enhanced case management, information sharing and availability of relevant data for decision making.	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.	Consideration will be given to the integration of the sharepoint (DoJ) system with other agencies involved in the delivery of services on Campus.

Ref.	Goals	Progress in 2018	Priorities for 2019
5(f)	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.	Implement the requirements for Board information in the Governance Handbook in order to ensure that the Board is fully informed as to policy implementation.
5(g)	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.	Oberstown will host an international event on practices of youth detention.
5(h)	Actively participate in youth justice decision-making at national level, including in the development of a long-term vision and legislative programme for the sector.	The Director participates in the inter-departmental 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.	Oberstown, through the Chairperson and the Director, will continue to engage in public events with civil society and other external partners to advance the rights of children in detention. Oberstown will formally submit a case study to the Global Study on Children Deprived of their Liberty, including the voices of young people.