



**OBERSTOWN**  
CHILDREN  
DETENTION **CAMPUS**

CARE  
EDUCATION  
HEALTH  
WELLBEING

# ANNUAL REPORT 2021



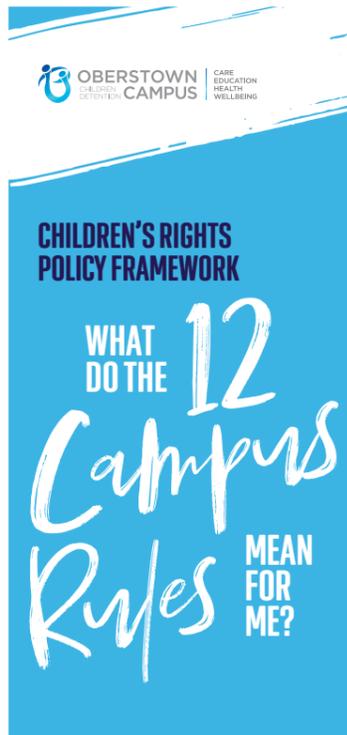


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**“You can do stuff in Oberstown and let Oberstown help you to do stuff. That’s the great thing about it. Oberstown is not a bad place, it’s a good place to get your head around things.”**

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A MINISTERIAL VISIT

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The Annual Report 2021 details the huge variety and breadth of activities, initiatives, developments and programmes that took place in Oberstown during the year, illustrating the considerable progress made in advancing Oberstown as a centre of excellence in the detention of young people.

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# CHAIRPERSON'S FOREWORD

**It is my pleasure to present the Annual Report of Oberstown Children Detention Campus for 2021 to Minister for Children, Equality, Disability, Integration and Youth, Roderic O’Gorman. The preparation of the report is a legal requirement on the Board of Management under section 174 of the Children Act 2001 and it provides an important public record of the operation of the Campus in line with national law and policy and Oberstown Strategy.**



**T**he Board of Management is appointed in accordance with the Children Act 2001 and has responsibility under the Act in line with the Code of Practice for the Governance of State Bodies for the governance and management oversight of Oberstown Children Detention Campus. Membership of the Board is drawn from government departments and agencies, the local community and staff, and independent members who bring professional expertise in the areas of audit, law, youth advocacy and children’s rights. As this report shows, throughout 2021, the Board and its committees worked exceptionally hard to ensure high standards are in place in the governance and oversight of Oberstown operations. As Chairperson, I am very grateful to every member of the Board for their hard work and their support and commitment throughout the year.

Two significant developments took place in 2021.

First, following a competitive process, involving young people in recruitment for the first time, the Board appointed Damien Hernon as the new Director. Damien brings a wealth of experience and expertise to the role of Director and a passion and ambition for the development of Oberstown and the young people in our care. We look forward to the Campus going from strength to strength under his leadership.

Second, the Children’s Rights Policy Framework, adopted by the Board with the consent of the Minister in 2020, took effect in September 2021. The Framework provides a comprehensive and holistic policy base for all aspects of Campus operations, setting down 12 Rules and associated Policies in relation to the care of young people and the various roles of staff and management on the Campus. Recognising the rights of young people, the Framework also identifies the importance of staff support and development, of a safe and secure physical environment and it reflects an ethos of mutual respect for those who live and work on the Campus. We particularly welcome that HIQA has used the Framework to develop its inspection standards. The application of this new inspection framework began in 2021, creating an important baseline for the

implementation of the Framework. We look forward to seeing improved standards, year on year, in the way in which the Children’s Rights Policy Framework is lived in practice.

The Annual Report 2021 details the huge variety and breadth of activities, initiatives, developments and programmes that took place in Oberstown during the year, illustrating the considerable progress made in advancing Oberstown as a centre of excellence. Young people referred to Oberstown by the courts usually face criminal charges of a serious or persistent nature. We have a responsibility to support young people to address their offending behaviour and understand the trauma they have caused to others. Our remit is to address their very complex needs, providing individualised and specialist care and programmes that prepare them to make a successful return to their communities or move to onward placements.

In this regard, I am particularly pleased to see the various achievements of the young people, across a range of areas, which were possible with the support of Oberstown staff, in collaboration with therapeutic services and external partner organisations. I want to welcome the close working relationship that Oberstown now enjoys with the Campus school, under the leadership of the Dublin and Dún Laoghaire Education and Training Board.

I want to conclude by thanking everyone for their extraordinary hard work and commitment during 2021 and for responding so positively to the various challenges and opportunities faced by the Campus throughout that time.

A handwritten signature in black ink that reads "Ursula Kieley". The signature is written in a cursive, flowing style.

*Chairperson, Board of Management*

**‘I AM PARTICULARLY PLEASED TO SEE THE VARIOUS ACHIEVEMENTS OF THE YOUNG PEOPLE, ACROSS A RANGE OF AREAS, WHICH WERE POSSIBLE WITH THE SUPPORT OF OBERSTOWN STAFF, IN COLLABORATION WITH THERAPEUTIC SERVICES AND EXTERNAL PARTNER ORGANISATIONS.’**

# DIRECTOR'S OVERVIEW

**O**berstown started 2021 as we ended 2020, determined not to let COVID-19 dominate our thinking or prevent us from fulfilling our remit. We set two key drivers for the year ahead: the continued delivery of our core function of looking after our young people in the best possible ways; and working to ensure the sustained wellbeing and development of the Campus.

Meeting the very challenging conditions of the pandemic has not been easy, but throughout 2021 the collaborative effort of everybody on Campus underlined that we are a dedicated and resilient group of people – staff, the Board, young people and our partner organisations. The key achievement of 2021 was that we were able to deliver a quality of service to our young people that was second to none. This was shown in many ways across all areas of activity under each pillar of CEHOP®, the Oberstown model of care:

**Care** – we made further improvements to our keyworking and placement planning processes which had a positive impact on our young people and staff.

**Education** – collaboration between Oberstown and the Dublin and Dún Laoghaire Education and Training Board (DDLETB) meant that we were able to offer classes even when schools in the wider community were closed due to COVID-19. This partnership continued with an extensive summer programme of educational classes and activities that enabled our young people to achieve the accreditations that are so important for their life chances.

**Health** – at Oberstown we have a top quality healthcare service, including a medical suite that is among the most modern in any detention facility in Ireland. In 2021, there were around 2,600 nursing appointments and over 900 GP visits.

**Offending behaviour** – we added new programmes and extended our partnerships with stakeholders to help our young people acquire life-changing skills and perspectives.

**Preparation for leaving** – we continued to focus on this key element of the young person's journey through care, bringing placement planning to its conclusion by engaging with our stakeholders to enable our young people to transition successfully into the community, into their next residential setting, to return home or, in some cases, to move into the prison system.

## COMPLEX NEEDS

The characteristics of our young people remain remarkably consistent each year: early school leavers, many with diagnosed learning disabilities, substance misuse issues, on medication for mental health concerns and with absent parents for a variety of reasons. This very complex landscape is further exacerbated by circumstances that brought them to Oberstown, including the most serious, higher tariff offences and associated trauma. This requires Oberstown to be agile in our ability to meet individual needs while working together with a range of specialist disciplines and external partnerships.

## RIGHTS-BASED CARE

During 2021 we laid some significant foundations for the future of Oberstown. The Children's Rights Policy Framework came into operation, supported by 12 Campus Rules and the updated policies and procedures which embed our child-focused and rights-based approach into daily Campus life (see page 6). This was a key project involving the Board, staff at all levels of the organisation, and our young people. The 12 Rules became the basis for HIQA's annual inspection of Oberstown, conducted over more than 150 hours in November 2021 and resulting in a valuable external validation of our approach (see page 30).

## COVID-19 RESPONSE 2021

The pandemic presented challenging operating conditions throughout the year, especially in March 2021 when over 70 staff were unavailable for work due to COVID-19. The flexibility, resilience and resourcefulness of everyone on Campus ensured that the service continued as close to normal as possible, while the contingency planning and structures put in place during 2020 helped keep young people and staff safe.

Securing prompt access to the COVID-19 vaccination programme for young people and staff was a major achievement and was the result of exceptional work by members of the Board, the Senior Management Team, Care team managers and support functions including the Health & Wellbeing Team, HR and Communications. By May 2021, staff uptake of the vaccine was over 98 % which, underpinned by a robust COVID-19 Resilience Plan, helped to keep everyone focused on the required safety measures. Key aspects of the COVID-19 Resilience Plan included:

- Regular onsite antigen testing for staff delivered by the Campus occupational health provider.
- Quick access to PCR testing for young people and staff.
- Protocols for dealing with suspected and confirmed COVID-19 cases.
- Measures to reduce footfall on Campus, including limiting visits by contractors, use of remote working and virtual meetings and residential work units operating as discrete 'pods'.
- Use of virtual visits during periods when physical visits to young people were not allowed under public health advice.

## DEVELOPING OUR CAMPUS

Over the past year we also made developments to the physical environment of the Campus that will have long-term benefits for the young people placed in our care. In June, we completed a major project to relocate facilities for young people on remand from older, legacy buildings to the more modern side of the Campus. This means that all young people on Campus now have access to purpose-built residential and educational facilities that rank among the most modern in any detention setting. Work also began on repurposing some of the older parts of the Campus for use in vocational, training and recreational activities. This includes an area for horticulture where young people will train to acquire a vocational qualification.

In December 2021, we were honoured to have an onsite visit from Roderic O'Gorman, Minister for Children, Equality, Disability, Integration and Youth and from Joe O'Brien, Minister of State for Community Development and Charities. The Ministers toured the Campus to meet staff and young people and to see how Oberstown delivers the services funded by the government (see page 53). In addition to our regular budget allocation, in 2021 Oberstown secured funds through the Dormant Accounts Fund mechanism for our horticultural project, a careers portal resource for young people and staff, and further development of our fitness training and barista vocational education initiatives.

## COMMUNITY CONNECTIONS

At Oberstown we are always mindful of the role we play not only in the youth justice system but in wider society. This is one reason why our community initiatives are particularly close to my heart. While COVID-19 meant that we could not hold our traditional seniors' Christmas lunch party in 2021, the young people rose to the occasion by preparing around 70 care packages to be delivered to senior citizens in the local community. We continue to work with local civic organisations, sporting clubs and businesses, including Country Crest, a major farming and food business next to us here in Lusk, on charity and other initiatives. We will keep working to be a good neighbour and develop relationships across the community, with staff and young people playing their part.

## CHILDREN'S RIGHTS POLICY FRAMEWORK

In September 2021 the Children's Rights Policy Framework became operational on Campus. The Framework, adopted by the Board in 2020 with the consent of the Minister under s179 of the Children Act 2001 as amended, is a comprehensive, modern approach to the care of young people. The Framework sets out the rights to which young people are entitled, the standards of care they can expect and the responsibilities of Oberstown's staff, the Director and the Board, to deliver care that measures up to the highest international standards.

The Framework consists of 12 Rules underpinned by policies and procedures that ensure Oberstown is a place where young people are safe, they get the best possible care, and their rights are respected. The Rules cover the five pillars of CEHOP®, the Oberstown model of care, along with other key aspects of the safety and care of young people and staff at Oberstown:

1. Care
2. Education & Recreation
3. Health
4. Offending Behaviour
5. Preparation for Leaving
6. Safeguarding
7. Consultation and Participation
8. Positive Behaviour
9. Restrictive Practices
10. Staffing, Management & Governance
11. Physical Environment
12. Authority to Suspend the Rules

The 12 Rules now form the basis of HIQA's annual assessment of Oberstown's service.

'... A SAFE AND SECURE ENVIRONMENT THAT OFFERS THE YOUNG PEOPLE IN OUR CARE EVERY SUPPORT TO MAXIMISE THEIR POTENTIAL AND BUILD POSITIVE OUTCOMES FOR THEMSELVES AND SOCIETY.'

## WHAT THE 12 Campus Rules MEAN FOR OUR YOUNG PEOPLE

### 1. CARE

- We take a child-centred approach to your care
- Your care plan is individual to you and your needs
- You will be included in decisions about you
- You will be supported to stay in touch with family and friends as appropriate.

### 2. EDUCATION & RECREATION

- You will have an educational and recreational plan that is individual to you
- We will offer you a range of education and training programmes and leisure activities
- You will be supported to be involved in decisions around your educational, training and leisure activities.

### 3. HEALTH

- Oberstown will provide for your physical and mental health needs (medical, dental, psychological, psychiatric and wellbeing)
- The Director is authorised to give consent for medical treatment to preserve your life and health
- 16+ year olds can give consent for medical treatment and assessment – but sometimes the Director will get legal advice if needed.

### 4. OFFENDING BEHAVIOUR

- You will have an offending behaviour plan that is individual to you and what you need
- At Oberstown you can access programmes and supports to prepare you for a life free of crime
- We use a restorative approach that helps build and maintain positive relationships and behaviour.

### 5. PREPARATION FOR LEAVING

- There will be a collaborative and child-centred approach to planning for your release or onward placement
- You and your parents/guardians will be asked contribute to decisions about your placement plan
- You will take part in regular placement planning meetings while you are in Oberstown.

### 6. SAFEGUARDING

- Young people will be protected from all forms of harm and abuse while in Oberstown
- You will meet with the Designated Liaison Person who will tell you how you can make a complaint if you feel you have been harmed
- All staff have a responsibility to report any concerns about harm or abuse to Tusla.

### 7. CONSULTATION & PARTICIPATION

- Your voice will be heard and you will have the opportunity to participate in decisions about you through placement planning, Student Council, Campus Council and Unit meetings
- You will have access to the Advocacy Officer who can support you to make a complaint about your care in Oberstown, or who will make the complaint for you.

### 8. POSITIVE BEHAVIOUR

- We will support you to understand what behaviours are (un)acceptable to help you achieve better outcomes for yourself
- We will balance your rights and needs with that of the staff and Campus
- Oberstown will promote a culture and environment of zero violence.

### 9. RESTRICTIVE PRACTICES

- Restrictive practices (handcuffs, single separation, restraints, searches) will only be used in exceptional circumstances and for the shortest time possible
- Exceptional circumstances are when a young person's behaviour poses a risk to themselves, others or the Campus
- The use of restrictive practices must interfere as little as possible with the rights of young people
- Your rights include being treated with dignity and respect, having access to health and education, and being protected from harm.

### 10. STAFFING, MANAGEMENT & GOVERNANCE

- Oberstown will have the right number of qualified staff to care for you
- Oberstown will be open, honest and responsible in the way we deliver care to young people.

### 11. PHYSICAL ENVIRONMENT

- You will be cared for in an environment that is safe and secure and considers your physical, emotional and psychological wellbeing
- The Campus will be a place that can care for young people and provide a secure and safe environment for staff and young people
- CCTV surveillance and other security arrangements will be used as appropriate to keep young people safe and secure, protect them from harm or prevent an escape.

### 12. AUTHORITY TO SUSPEND THE RULES

- In situations that pose a serious threat to the safety and security of young people, staff and the Campus, the Director may suspend the Rules and associated procedures to deal with the emergency.

## MAXIMISING POTENTIAL

We will keep focused on this outward-looking and forward-thinking approach in the years ahead. Work on developing Oberstown's new strategy continued throughout 2021, including extensive consultation with internal and external stakeholders, including our young people; this has created the collective ownership of the strategy which will be central to its successful implementation.

Partnerships will again feature strongly – in 2021 we developed significant new collaborations with organisations such as Fingal County Council to introduce environmental and recycling initiatives. Our successful partnerships with Java Republic and Image Fitness are now an established part of Campus life and we are developing connections with other organisations to expand the range of practical skills development programmes we offer to our young people.

Above all, we remain grounded by our core focus: providing a safe and secure environment that offers the young people in our care every support to maximise their potential and build positive outcomes for themselves and society.

**Damien Hernon**  
Director



# ABOUT OBERSTOWN CHILDREN DETENTION CAMPUS



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

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

In 2021 Oberstown was authorised to accommodate a maximum of 40 boys and six girls. The average daily occupancy was 31 young people and, over the course of 2021, there were 102 young people detained on the Campus.

## LAW AND POLICY GOVERNING OBERSTOWN

**Primary legislation** – Oberstown operates under the *Children Act 2001* (the Act), as amended, under the auspices of the Department of Children, Equality, Disability, Integration and Youth (DCEDIY).

**Principal objective** – Section 158 of the Act states that the principal objective of Oberstown is to provide appropriate educational and training programmes and facilities for children having regard to their health, safety, welfare and interests, including their physical, psychological and emotional wellbeing.

**Role of the Director** – Section 180 of the Act affirms that 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”.

**Board of Management** – Oberstown is governed by a Board of Management appointed under sections 164 and 167 of the Act (see page 32).

**National policy** – Oberstown operates under the auspices of DCEDIY and is accountable to the Minister for implementation of relevant national policy in this area. In 2021, the Department of Justice adopted the *Youth Justice Strategy 2021-2027* and it makes specific references to the role of Oberstown in the youth justice system, assigning lead or co-responsibility to Oberstown for a range of strategic actions. For more information go to [https://www.justice.ie/en/JELR/Pages/Youth\\_Justice\\_Strategy](https://www.justice.ie/en/JELR/Pages/Youth_Justice_Strategy)

THE OBERSTOWN BOARD,  
MANAGEMENT AND STAFF  
ARE GUIDED IN THEIR WORK  
BY THE CAMPUS MISSION,  
VISION AND VALUES.

### MISSION

To ensure that young people detained in Oberstown Children Detention Campus are supported to move away from offending behaviour to make a more positive contribution to society.

### VISION

To provide safe, secure and appropriate care for young people to meet their health and education needs, to support them to address their offending behaviour and prepare them to return to their families and communities following release from detention.

### VALUES

- Respect
- Learning and Reflection
- Working Together
- Honesty and Integrity
- Commitment to Quality Care and Support.

# OBERSTOWN IN NUMBERS 2021

Maximum number of young people:  
**46**  
[40 MALE + 6 FEMALE]

Average daily population:  
**31** [12 REMAND  
19 DETENTION]

Number of young people detained on remand or detention orders:

**102**  
[99 MALE + 3 FEMALE]

Average age: **16**  
Where from?  
37 DUBLIN 5 BORN OUTSIDE IRELAND 30 FROM THE TRAVELLER COMMUNITY

In Oberstown on 31/12/20: **29** + New admissions: **73**

Onward placements 2021: **85**  
Where to?  
52 HOME 10 RESIDENTIAL CARE 11 RELATIVE OR FOSTER CARE 12 IRISH PRISON SERVICE

Detention orders: **54** + Remand orders only: **48**

Average length of detention order (days): **357**  
Average length of remand order (days): **56**  
Number of court escorts: **543**

**24.5** HECTARE SITE

**21,000**M<sup>2</sup>  
Building floorspace

**450**  
Summer School activities classes per week

**24/7:365**  
ROUND THE CLOCK, EVERY DAY OF THE YEAR SERVICE

**265** STAFF [51% FEMALE 49% MALE]  
175 Staff directly involved in front-line care of young people

**13**  
Gaisce Awards

**€24.853M**  
FINANCIAL ALLOCATION

[€17.464M PAY  
€1.657M PENSIONS  
€5.732M NON-PAY]

**26**  
Parliamentary Questions

**2,610**  
Nursing appointments

**927**  
GP appointments

**198**  
Dental appointments

**14**  
Data Protection Requests

# CEHOP® – A COMPREHENSIVE APPROACH TO CARE

Oberstown delivers a planned and customised journey through individualised care for each young person. CEHOP®, a bespoke framework devised and developed at Oberstown, has five pillars – care, education, health, offending behaviour, and preparation for leaving.

## CARE

Young people’s care is provided through a placement planning process which identifies and addresses young people’s needs while in Oberstown and focuses on supporting their return to the community. Each young person’s care plan is based on initial and ongoing needs assessments made by an inter-disciplinary professional care team, with structured involvement from family and other significant people as well as appropriate outside agencies. Individual care is then provided by a multi-disciplinary team with training and expertise in the range of supports and services required. The young person’s voice is key at every stage of the care process.

In 2021, more than 140 matters relating to the welfare and protection of young people were referred to the Designated Liaison Person (DLP) in line with Children First legislation. Of these concerns, 14 met the referral threshold set down by Children First and these were forwarded as Mandated Reports to Tusla, the Child and Family Agency; 10 of these concerns related to the period of time when the young person was in Oberstown.

## EDUCATION

All young people attend school while they are in Oberstown and are supported to learn, to undertake state examinations and to continue vocational training. The Dublin and Dún Laoghaire Education and Training Board (DDLETB) has responsibility for

delivering the curriculum on Campus. The Board and Management of Oberstown and the leadership of the DDLETB ensure that the education provided to young people in detention meets their needs.

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

In 2021, six young people achieved the Junior Certificate in subjects including English, Maths, History, Geography, Metalwork, Materials Technology (Wood), Visual Art, and Home Economics. As in the wider community, COVID-19 restrictions meant that formal Junior Certificate examinations did not take place. Student certification involved the six candidates receiving an evidence-based school report setting out their learning achievements.

One young person achieved the Leaving Certificate after sitting exams in Chemistry, History and Construction Studies. This student was also awarded Student of the Year, marking not only his academic achievements but his overall positive contribution to the school community.

43 Minor Awards for QQI Level 2/3 were also certified in 2021.

## HEALTH

Young people in Oberstown have access to healthcare services delivered in a purpose-built medical suite. The suite is managed by the Clinical Nurse Manager, who works with two nurses and a social care worker. Young people also have access to a visiting GP, dentist and physiotherapist onsite. The Health & Wellbeing team provide valuable services in promoting the health and wellness of the young people in collaboration with the multi-disciplinary team in Oberstown.

The HSE Forensic Child and Adolescent Mental Health Service (FCAMHS) provides psychiatric services to young people in Oberstown. In 2021, FCAMHS and the ACTS (Assessment Consultation Therapy Service) service received a total of 122 referrals.

The Health & Wellbeing team also provide Oberstown staff with a range of medical supports, including preventative care. The team held flu vaccination sessions in November, with a total of 161 staff members taking part. In 2021, the team also coordinated COVID-19 vaccinations for young people on Campus, delivered by HSE staff.

## OFFENDING BEHAVIOUR

Oberstown works with young people to develop their sense of responsibility and life skills to address the factors associated with their offending behaviour. The Head of Programmes identifies and implements programmes to address offending behaviour and to support the young people’s care while on Campus. These programmes cover a range of areas, including victim empathy, dealing with impulsive behaviours and reducing misuse of drugs and alcohol.

© CEHOP and the CEHOP graphic are registered trade marks of Oberstown Children Detention Campus



While COVID-19 restrictions again made 2021 a challenging year for the delivery of programmes requiring external facilitation on Campus, targeted programmes were delivered throughout the year (see page 19).

## PREPARATION FOR LEAVING

Placement planning is a key focus of the CEHOP® framework. From the moment a young person comes to Oberstown, information is provided to them in a youth-friendly manner and their needs are considered by a diverse team of professionals on Campus.

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

Oberstown Medical Suite Activity 2021

GP Clinic Appointments	Nursing Clinic Appointments	Dental Appointments	Optician Visits
927	2610	198	19
Physiotherapist Appointments	Podiatrist Appointments	Routine hospital appointments	Referrals to A&E
55	6	26	13

# YOUNG PEOPLE'S PARTICIPATION AND CONSULTATION

**Oberstown continues to support young people to participate in decisions that affect them during their time on Campus and in their lives. Key projects in 2021 included young people's direct participation in the recruitment of Director and Deputy Director roles, and consultation on the new Oberstown strategy.**

## RIGHTS-BASED ADVOCACY

Oberstown's Advocacy Officer, Gráinne Smyth, acts as the link between young people, Campus management and the Board. Young people know they can talk to the Advocacy Officer about any aspect of their lives on Campus and that their concerns and suggestions will be taken seriously. The Board closely monitors this key aspect of Oberstown's rights-based approach both through monthly reports by the Advocacy Officer and through the work of the Board Young People Committee (see page 33).

The advocacy process ensures that young people's rights are both protected and promoted, and that they are enabled to participate actively in this process. Complaints are a key component. There is a formal procedure for recording complaints; all complaints are investigated and each young person signs a copy of their complaint, feedback is provided on each complaint and the young person registers their satisfaction level with the outcome.

The Advocacy Officer oversees the Campus complaints procedure for all matters that do not have a child protection element. (Child protection matters are taken to the Designated Liaison Person for Child Protection.)

Young people made a total of 31 complaints through the advocacy service in 2021 – up from 26 in 2020.

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**'ADVOCACY ENSURES THAT YOUNG PEOPLE'S RIGHTS ARE BOTH PROTECTED AND PROMOTED'**

## Participation in 2021

The advocacy service works to ensure that young people's views are embedded in the culture and practice of Oberstown. During 2021, young people at Oberstown had their say on a wide variety of topics – from the appointment of senior management posts to court appearances and visits under COVID-19 along with issues arising from day-to-day Campus life. Young people contributed to consultation initiatives and research projects on:

- Recruitment of Oberstown's new Director and two Deputy Directors. Young people participated in a tailored interview process, which they co-created in consultation with their peers and with the support of the Advocacy Officer, the Chief People Officer and the Chairperson of the Board.
- Young people's experiences of attending court were gathered by the Advocacy Officer and presented to a dedicated Judicial Council webinar in March 2021 (see page 51).
- Use of the Campus two-cell vehicle for transporting young people on long trips. Feedback was used in the specification for a new cell vehicle.
- Information provided to young people when they first arrive on Campus, including the content and layout of a new young people's information booklet.
- Campus procedures under the Children's Rights Policy Framework – 29 young people took part in discussion and information sessions designed to enhance their understanding of and get their feedback on the 12 Campus Rules and what they mean for daily life on Campus.
- Experience of and views on the use of physical restraint and restrictive practices to manage incidents on Campus. Young people's views fed into ongoing review of the Campus practice of after-incident reviews (AIRs) and informed the work of the Restrictive Practices Working Group, led by the Deputy Director responsible for Operations.
- Oberstown's new strategy – the Director held focus groups with young people, facilitated by the Advocacy Officer. Attendance was voluntary and 17 young people took part, offering their views in areas including education, skills development, support, and the desire to be challenged and kept busy while on Campus.
- Review of Campus operations, including young people's awareness of the advocacy service and how to make a complaint.
- Food options on Campus through a survey by the Catering Manager. Young people were generally positive about the food available on Campus and stated that menus have taken account of their input to food surveys.
- Use of TV in young people's bedrooms, including choice of channel shown.

## Advocacy during COVID-19

The Advocacy Officer played an important role in Oberstown's response to COVID-19 in 2021, acting as a point of contact for young people on permitted absence and liaising with parents to maintain contact with their children during restrictions. The use of video visits, established during 2020, continued as a welcome channel for contact, and extending access to the Visitors Centre at weekends was viewed as a positive development of the service.

COVID-19 restrictions presented challenges for the Campus Council, the young people's representative body connecting each of the remand and detention units with departments across the Campus and with the school. Representative views were canvassed but only two physical meetings of the Campus Council were possible in 2021.

### **Liaising with external agencies and promoting best practice**

Liaison with external agencies and initiatives helps ensure that advocacy at Oberstown keeps abreast of best practice. During 2021 the Advocacy Officer continued to develop Oberstown's support network for young people in a variety of ways, including:

- Ensuring that young people are aware of the range of external supports and services available to them. These include the Ombudsman for Children's Office (OCO) and the services of EPIC (Empowering Children In Care).
- Liaising with EPIC to devise ways of making better use of its services for young people. The Advocacy Officer worked with Oberstown's Head of Programmes to agree a new process to enhance EPIC's contribution to placement planning for young people.
- Working with the ACTS (Assessment Consultation Therapy Service) team and Oberstown staff to develop MAYSI (behavioural health screening) training for the Campus.
- Establishing a dialogue with the HSE over the inclusion of Oberstown's young people in the schools programme for the HPV vaccine.
- Liaising with the Probation Service to address the pre-sentencing concerns of young people and their parents.
- Representing the voice of young people at a Judicial Council webinar focusing on the experience of young people appearing in court.
- Presenting the experience of young people at the National Youth Justice Conference (Scotland) workshop on remand and bail.
- Helping to secure DCEDIY funding for specialist training in participation for three members of staff. The training was provided by Hub na nÓg, the DCEDIY's national centre of excellence for giving children and young people a voice in decision making.
- Working with the project manager from careersportal.ie to obtain input from young people's families on the online careers resources being developed for Oberstown young people and staff.
- Networking to enhance Oberstown's knowledge and build awareness of the service. Workshops, webinars and seminars attended included those hosted by a wide range of institutions, including: Children's Rights Alliance, Children and Young People's Centre for Justice (Scotland), Cork Life Centre, ACJRD (The Association for Criminal Justice Research and Development), Department of Justice, Irish Criminal Justice Agencies (ICJA).

## YOUNG PEOPLE'S VIEWS 2021:

### BEING ON THE CAMPUS COUNCIL:

“It felt good that people actually valued my opinion...If I had an idea, they listened and they actually went back and kind of ran with it, they looked into it to see if it was possible to be done. They'd give you feedback as well... Even if it was something that couldn't be done at least you know that it was looked at and it was thought about and it was discussed.”

### BEING ON REMAND:

“On remand you don't know what's going on with you, your head's upside down, you don't know what to say. You're always down. You can't get on, like. There's no chance if they're just giving remand and remand and then big sentences. It's not one bit fair.”

### THE COURT EXPERIENCE:

“**They only see the trouble, they don't see the struggle.**”

“I do get anxious going to court. Just the knots in your stomach not knowing what's going to happen.”

### PARTICIPATION IN THE RECRUITMENT OF THE DIRECTOR AND DEPUTY DIRECTOR ROLES:

“It was a great experience... [thinking about] lads in five years' or ten years' time – that person that I interviewed could really benefit their life... at least I had an input on the things that happen in Oberstown.”

### ENGAGING WITH PROGRAMMES ON CAMPUS:

“You can do stuff in Oberstown and let Oberstown help you to do stuff. That's the great thing about it. Oberstown is not a bad place, it's a good place to get your head around things.”

### THE YOUTH JUSTICE SYSTEM:

“**I think everyone should deserve a second chance to turn things around. Some people don't understand that.**”

# BEHAVIOUR MANAGEMENT

Young people in Oberstown often present with a range of complex needs and circumstances, many of which can impact on their behaviour, their wellbeing and their capacity to cope. Oberstown's approach supports and reinforces positive behaviour, developing young people's strengths and self-awareness in line with therapeutic and other programmes. The relationship model of care, offered by residential social care workers, promotes good behaviour and the positive rapport young people have with staff.

From time to time, the behaviour of young people may require their rights to be restricted, through the application of a measure that helps them to regain self-control and return to baseline behaviour. These measures include physical intervention up to and including full physical restraint, separation from peers, personal and room searches and the use of handcuffs. A structured programme may help a young person separated from their peers to transition to more regular communal living following a period of separation. Rule 9 of the Children's Rights Policy Framework requires that "Practices that interfere with the rights of young people shall only be used with approval and in exceptional circumstances", underlining the principle that these measures are never used as a punishment, are used only when no other less restrictive measure would be appropriate and for the shortest time possible. Restrictive practices are only to be used, therefore, in circumstances when a young person's behaviour poses a threat to themselves, to others (peers or staff) or to the security of the Campus (through actual or potential damage to property).

Supports in place to help staff and young people include:

**Individual plans** – each young person in Oberstown has a behaviour management plan to help when they get angry or upset. The plan is based on input from the young person, because they know what works best for them. Staff ensure that the plan records the best individual approach.

**Restorative practice** – the principles of restorative practice underpin all interventions with young people on Campus. The approach emphasises dialogue, using constructive and reflective questions to understand and resolve potential and actual conflict situations.

## SINGLE SEPARATION STATISTICS

Single separation is a behaviour management tool whereby a young person is moved out of their peer group on Campus for a period of time due to concerns relating to their behaviour, where they may pose a risk to the safety of other young people or staff, or to their own safety. Oberstown continues to improve record keeping, monitoring and use of single separation in line with national and campus policy.

The reducing trend in the number of hours spent in single separation illustrates the collective efforts of staff and young people to improve behaviour management on Campus.

Total hours – Single Separation

2016	2017	2018	2019	2020	2021
25,448	12,733	8,031	3,499	3,200	3,679

**MAPA** – training in MAPA (Management of Actual or Potential Aggression) strategies and techniques is mandatory for all care staff and managers on Campus. MAPA is a proven approach to anticipating potential conflict and responding safely to anxious, hostile or violent behaviour.

**Incident Reporting and After Incident Reviews** – Oberstown has well-established processes for reporting all instances of the use of restrictive practices accurately. Witness statements are provided both by staff and young people, whose input is facilitated by the Advocacy Officer. Each incident is analysed to determine: Was the action avoidable? Was it a genuine last resort? Was the dignity of the young person upheld? What can be learned?

After Incident Reviews (AIRs) take place following each such event. These are facilitated group sessions designed to clarify the learning from the event or incident, to identify what each person involved would do differently in the future and what improvements are required. Young people have an important role to play in this process, supported by the Advocacy Officer, and the goal is to work towards safer, better care for young people as well as improved staff practice, during what can be a challenging and stressful situation. The Occupational Psychologist plays a lead role in facilitating group sessions, supported by the Senior Management Team, to identify staff welfare and safety issues.

**Board scrutiny** – recording, approvals and reviews are crucial to the safe use of restrictive practices. Staff record incidents, seek appropriate approval, and both the management and the Board review trends on a regular basis. This rigorous approach has had an important impact on reducing the use of these measures and ensuring that they take place in line with policy in the exceptional cases when they are necessary. HIQA reviews all of this documentation annually and the public can view summary statistics published monthly on [www.oberstown.com](http://www.oberstown.com).

# DEVELOPING YOUNG PEOPLE – PROGRAMME INTERVENTIONS FOR PERSONAL GROWTH

**Helping young people to understand their offending behaviour, build a sense of responsibility and acquire life skills are central to Oberstown's CEHOP® model of care.**

We select and implement programmes based on their proven effectiveness in helping young people. Delivered through group work and individual interventions, each programme is underpinned by the principles of restorative practice with a focus on positive outcomes.

## YOUNG PEOPLE'S PROGRAMMES 2021

Oberstown extended the reach and impact of its young people's programmes significantly in 2021. Two new posts were created – Lead Young People's Programme Coordinator – and filled by experienced staff who focus solely on the programmes for the young people on Campus. The expanded team has enhanced the onsite capacity to be more agile in adapting programmes to meet individually assessed needs, in collaboration with the young people themselves. This has led to greater commitment to the programmes by young people and consequently better outcomes.

COVID-19 restrictions again had an impact in 2021, but every effort was made to deliver programmes in as normal a way as possible in line with health and safety protocols.

New elements to the programmes in 2021 included:

- Collaborating with the Probation Service to deliver the Challenging Choices Programme, an alternative offending behaviour programme for those who may not be eligible for the "What have I done?" Victim Empathy Programme.

- Engaging The Solas Project to deliver the IPS Prison Transfer Programme "Wheatfield-Proof" to help young people to prepare for their time in prison.
- Welcoming external facilitators from Pro-Social Ireland to run their Driver Behaviour Programme, designed for young people who have driving convictions and are willing to change their behaviour on the roads.
- Signing a licensing agreement with Restorative Thinking Limited, a UK-based developer of "Restorative Thinking: A Restorative Practice Programme Developed with Young People, for Young People". The programme aims to equip young people in conflict with the law with the skills, knowledge and understanding to adopt restorative practice as a key life skill to manage daily challenges and conflicts, and help them to become solution-focused problem solvers. In November and December, six Oberstown staff members were trained as facilitators ready for a pilot programme in 2022.

The practice of integrating young people's programmes into the evening activities and summer school class timetable continued in 2021.

**'EACH PROGRAMME IS UNDERPINNED BY THE PRINCIPLES OF RESTORATIVE PRACTICE WITH A FOCUS ON POSITIVE OUTCOMES'**

## OBERSTOWN RUNS AN EXTENSIVE SUITE OF SCHEDULED SUPPORTS AND TARGETED PROGRAMMES

### Outcome Star Assessment Tool

Outcome Star is a core element of keyworking in Oberstown. It is a set of evidence-based tools for assessing, identifying and meeting the needs of young people in order to help them focus on positive change.

We use the Justice Star variation of the approach as it fits well with CEHOP®, encouraging young people to build a holistic picture of their personal development across 10 key areas of their lives, including but not limited to addressing offending behaviour: Accommodation; Living Skills & Self Care; Mental Health & Wellbeing; Friends and Community; Relationships and Family; Parenting and Caring; Drugs & Alcohol; Positive use of time; Managing strong feelings; A Crime-free life.

Unit managers and residential social care workers (RSCWs) use Justice Star to help young people measure their progress throughout their stay on Campus, and help them to engage with targeted programmes and interventions.

By the end of 2021, a total of 58 staff members had been trained to use Outcome Star, including one member of staff who is licenced to train others.

### “Pathways” Life Skills Intervention

The “Pathways” life skills intervention is Oberstown’s keyworking framework. This is a practical life skills guide for young people who are preparing to leave care, delivered by RSCWs in nine one-to-one modules during keyworking sessions. It is available to every young person on a remand or detention order in Oberstown.

**No. deliveries 2021:** Delivered to each young person on Campus through the CEHOP® model of care.

### Decider Life Skills

Based on Cognitive Behavioural Therapy (CBT) and Dialectical Behavioural Therapy (DBT), the programme uses skills under four core skill sets: Distress Tolerance, Mindfulness, Emotional Regulation and Interpersonal Effectiveness. The programme uses a lifejacket metaphor as a fun and memorable way to introduce young people to the skills that keep them afloat when an “emotional emergency” occurs. Young people learn coping skills and develop the resilience required to deal with impulsive behaviours.

**No. deliveries 2021:** 24

**Participants:** 35

**No. completed:** 31

### Victim Empathy

“What Have I Done?” is a practical approach to encouraging empathy in young people who hurt others through their behaviour. It challenges the young person to consider what they can do to help repair the harm they have caused.

**No. deliveries 2021:** 12

**Participants:** 12

**No. completed:** 8

### Crinan Drug Relapse Prevention

A group work intervention that aims to teach participants how to examine the triggers for and the consequences of their drug/alcohol use. It supports young people to develop strategies

that help them effectively manage and overcome any stressors or triggers in their environment that may cause a relapse.

The programme consists of eight modules that were delivered by two external facilitators from Crinan Youth Project.

**No. deliveries 2021:** 1 course delivered in 4 one-hour sessions. Further conducts were not possible due to COVID-19 restrictions.

**Participants:** 4

**No. completed:** 2

### Relationships and Sexual Health

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.

**No. deliveries 2021:** 5 courses, facilitated by trained Oberstown staff.

**Participants:** 8

**No. completed:** 6

### Body Right

BodyRight is a programme to raise awareness about sexual violence among young people and to assist in its prevention, first developed by Dublin Rape Crisis Centre (DRCC). The programme is facilitated by internal facilitators trained by the DRCC.

**No. deliveries 2021:** 1 (pilot programme)

**Participants:** 1

**No. completed:** 1 (partial – released before completing the full programme)

### Challenging Choices

Challenging Choices aims to reduce the risk of reoffending by helping young people to attitudes about their offending behaviour. It is a pilot programme, developed and delivered jointly on Campus by the Probation Service and Oberstown staff, over 10 sessions of approximately 1 hour long, twice a week. The content of the programme is adapted from the

Probation Service’s adult offenders programme “Choice and Challenge”.

**No. deliveries 2021:** 1 (pilot programme)

**Participants:** 4

**No. completed:** 4

### Teen Parent Support Programme

A toolkit that promotes best practice in supporting young people at a critical early point of pregnancy and parenthood. Delivered during key working sessions, the focus is on achieving the best possible health and wellbeing outcomes for young teenage parents and their children.

**No. deliveries 2021:** 2

**Participants:** 2

**No. completed:** 1

### IPS Prison Transfer Programme – Wheatfield Proof

This programme supports young people through their transition from Oberstown to Wheatfield Prison by familiarising young people with what to expect upon arrival and during their time there. It is delivered by external facilitators from Solas Project, which provides a combination of pre- and post-release support services focused on the reducing reoffending.

The programme takes place once a week, over eight weeks, during evening activities.

**No. deliveries 2021:** 1

**Participants:** 9

**No. completed:** 5 full; 4 partial

### Road Safety

“Wrecked.ie” is a road safety educational resource targeted at young people. It uses real life stories to highlight the consequences of the many life-changing events that happen on today’s roads. Participants take part in a facilitated discussion following a video featuring testimonials from people who recount their experiences of reckless driving. The resource is used informally by staff on the residential units and is

delivered as part of the programmes workshops.

**No. deliveries 2021:** 1

**Participants:** 1

**No. completed:** 1

### Driver Behaviour Programme

Pro-Social Ireland delivers this programme, designed for any young person who has road traffic offences and is willing to challenge their driving behaviour. The programme consists of four modules delivered over six two-hour sessions over three weekends.

**No. deliveries 2021:** 2 (pilot programme)

**Participants:** 8

**No. completed:** 5

### X-HALE Smoking Prevention Workshop

This workshop challenges young people’s attitudes to smoking, covering the health effects and costs of smoking. It aims to prevent those that don’t smoke from starting as well as empowering smokers to make the personal choice to quit.

**No. deliveries 2021:** 1 (pilot programme)

**Participants:** 7

**No. completed:** 7

### #askconsent

#askconsent is a workshop focusing on the key concept of consent in all sexual activity, and the self-awareness and communication skills required to protect themselves and others. It was developed by the Dublin Rape Crisis Centre and has been used in colleges across the country. The Oberstown programmes team adapted the material for delivery to our young people. The workshops were delivered by four internal facilitators.

**No. deliveries 2021:** 2 (pilot programme)

**Participants:** 8

**No. completed:** 8

### Knife Crime Prevention

Based largely on Scotland’s “No Knives Better Lives” programme, the main aims of these workshops are to help young people to understand the truth about knife crime, and give them a better idea of the risks associated with using a knife. It takes place over two workshop sessions and involves a variety of methods, including videos, physical exercises, and interactive games.

**No. deliveries 2021:** 1 (pilot programme)

**Participants:** 5

**No. completed:** 5

### Street Doctors

Street Doctors is a registered charity run by junior doctors and medical students. They teach life-saving first aid to young people at risk of violent crime and drug use. This workshop is delivered by external facilitators in two one-hour sessions.

**No. deliveries 2021:** 1 (limited by COVID-19 restrictions)

**Participants:** 25

**No. completed:** 25

### SpunOut.ie

Delivered during evening activities by an external facilitator from SpunOut during July and August 2021, this programme of workshops covered a variety of topics, including: self-confidence, time management, online safety and body image.

**No. deliveries 2021:** Evening activities July and August 2021)

**Participants:** 4

**No. completed:** 4

# SKILLS-BASED TRAINING AND LEISURE ACTIVITIES

The Oberstown Activities team continued to develop and extend the range of recreational, educational and skills training programmes in 2021. Young people attend after-school sessions voluntarily and have their say in the range of activities offered – from fun pastimes to personal development programmes and focused challenges linked to Gaisce – The President’s Award.

## VOCATIONAL TRAINING

Oberstown’s vocational skills training programmes focus on providing young people with practical skills that increase their prospects of employment in the future. Developments in 2021 include:

### Fitness instructor training

A total of 12 young people qualified as fitness instructors in 2021 after completing a 12-week course delivered on Campus by Image Fitness Training and facilitated by the Oberstown School and Activities team. The successful participants achieved a National Elite Fitness Professional Certificate EQF Level 3 in Fitness Instruction, following assessment based on a practical and written examinations. The course includes modules on practical fitness instruction, anatomy, physiology and training methods.

Image Fitness guarantees that young people who successfully complete the course and want to start a career in the industry will get a job interview for a role as a fitness instructor once they leave Oberstown.

### Food production qualification

Oberstown’s Catering team has traditionally offered training and work experience to young people in the Campus kitchen. The programme was on hold due to COVID-19 restrictions but resumed in 2021, with one young person joining the Catering team as a trainee. The Young People’s Programmes Manager and School Principal worked with the Catering Manager to facilitate one young person to successfully complete a QQI Level 3 qualification in Food Production. This was a major achievement for the young person who went on to secure employment in the food industry after leaving Oberstown.

### Java Republic Coffee Education Programme

This practical training programme enables young people to meet the market requirements for new baristas. Participants learn about the coffee industry and go through an intensive one-day barista training session with a certified Specialty Coffee Association trainer from Java Republic. Successful participants receive a Java Republic Barista Skills for Beginners certificate – an industry-standard entry-level qualification. Due to COVID-19 restrictions, no new courses were held during 2021. However, Oberstown’s qualified baristas were able to practise their skills onsite using coffee machines donated by Java Republic, and the programme is scheduled to resume in 2022.

## SUMMER SCHOOL 2021

Oberstown collaborated with the Campus school to run two summer schools in 2021 – a first for the Campus. The morning summer school took place on weekdays from 10am to 1pm for the month of July and was coordinated by Suzanne Fitzpatrick, School Principal. The traditional afternoon summer school ran every weekday from 1.30pm to 6pm in July and August and was coordinated by the Activities team. Oberstown sourced independent activities and educational providers and worked with the Dublin and Dún Laoghaire Education and Training Board (DDLETB) to ensure that a full programme was offered for up to 35 young people.



T-shirt transformation:  
an example of young people’s  
work in the textiles class

**Oberstown Uncovers:** one of the paintings produced by young people during the 2021 Summer School Art Project, a Gaisce Awards activity

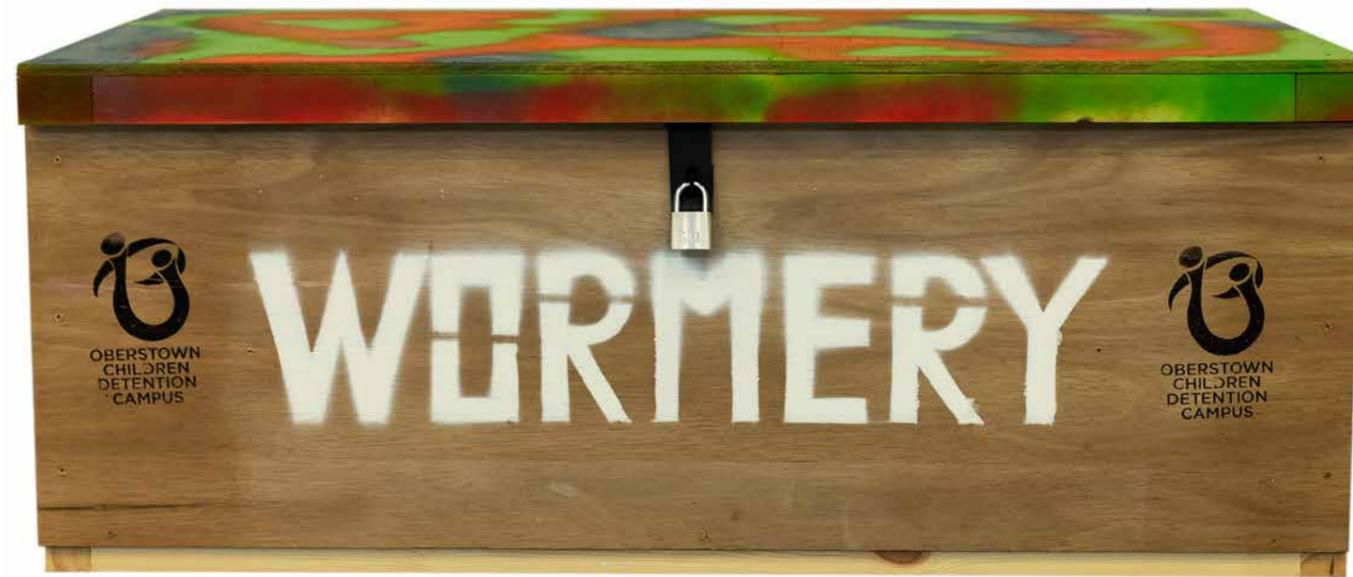


John Smith, Activities Coordinator, worked with the School Principal to devise the best mix of classes, ensuring smooth information handover between sessions to minimise risk. This was a very successful partnership and was welcomed by both the young people and staff. Plans are in place to repeat the arrangements for morning and afternoon summer schools in 2022.

There were an average of 80 classes per day, with each young person timetabled for four classes of 55 minutes each day. Young people's programmes to develop life skills and address offending behaviour were integrated into the Summer School 2021 timetable. Classes from external providers included:

- motivational talks and training sessions by Kenneth Egan, Irish Olympic boxing silver medallist, and Ger Redmond, a former prisoner who is now a successful professional triathlete. These successful sporting and self-development initiatives were very well received by the young people and Oberstown subsequently engaged both Kenneth and Ger to offer training programmes to young people during regular school year evening activities.
- Solas Project delivered a weekly programme including rap recording, computer gaming and the "Wheatfield Proof" programme to help prepare young people moving on to Wheatfield Prison.
- SpunOut.ie programme on mental health and wellbeing delivered by Timmy Hammersley, a youth worker with international experience in social justice and human rights issues and a background as an inter-county GAA star.

Given COVID-19 restrictions, offering such an extensive programme was a major achievement. Feedback on Summer School 2021 from all involved was very positive, with staff reporting that young people presented with no behaviour management issues, complied with the COVID-19 regime and attended all assigned classes on a daily basis.



Oberstown worked with the Fingal County Council (FCC) environmental team on a wormery production and distribution scheme. FCC supplied the components and young people built and decorated them during woodwork classes, with the work qualifying as part of their Gaisce award community challenge.

### GAISCE - THE PRESIDENT'S AWARD

Oberstown has a long-standing successful collaboration with Gaisce – The President's Award. The Oberstown Activities Coordinator, John Smith, leads the Oberstown programme, liaising with Gaisce and arranging support for young people from teachers, care staff and members of the activities team. Staff members act as President's Award Leaders (Gaisce PALs), who help the young people to set and achieve their personal Gaisce challenges.

During 2021, a total of 13 young people on Campus achieved Gaisce awards – 1 silver and 12 bronze. Each award represents months and sometimes years of commitment on the part of young people to developing their personal skills, self-awareness, community consciousness and self-confidence.

### 2021 ART PROJECT

During Summer School 2021, Oberstown and Gaisce – The President's Award initiated a project to commission artworks from young people with the ambition of staging an exhibition in a public space during 2022. Young people chose subjects on two broad themes – what Oberstown means to them, and their personal perspective on Irish heritage and wider society. Four artworks were produced over the summer, with a further eight planned for completion in 2022. In November 2021, Oberstown and Gaisce entered into a formal collaboration with IMMA (the Irish Museum of Modern Art) with a view to staging an exhibition at the national museum in Kilmainham in 2022.

### AFTER-SCHOOL AND SUMMER SCHOOL ACTIVITIES AND PROGRAMMES 2021

Every day there are between 80 and 90 classes available to the young people – around 450 classes per week.

#### Sport

- FAI football coaching
- Wall tennis
- Circuit class
- Boxing coaching
- Triathlon training
- Personal training
- Fitness suite
- Snooker

#### Arts and self-expression

- Art
- Drama
- Film project
- Textiles
- Music/Digital Music/Rap Recording
- Pottery
- Pyrography
- Cinema Room
- Games Room

#### Personal development and life skills

- Relaxation/Meditation
- IPS Transfer programme
- SpunOut workshop
- X-Hale workshop
- Victim Empathy
- Deciders programme
- Body Right programme

#### Practical and technical skills

- Fitness Instructor course
- Catering work experience
- Home Economics
- Wood Technology



Right: Supervised catering work experience in the Campus kitchen.



Above and above left: young people's work from woodwork/pyrography and textiles classes.

# WORKING WITH EXTERNAL STAKEHOLDERS AND PARTNERS

**External agencies support Oberstown to meet the complex needs of young people. These include national services Tusla, the Health Service Executive, the Irish Prison Service, the Education and Training Board, the Probation Service, An Garda Síochána, the Courts Service and the Ombudsman for Children’s Office.**

Oberstown also works closely with external partners EPIC, Extern, Le Chéile and YAP 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.

## VICTIM LIAISON SERVICE

The Victim Liaison Service, established in 2019, invites interested parties to apply via the web or through an application form available in the Victim Support at Court suites in Smithfield, the Children Court and Criminal Courts of Justice. No new applications were received in 2021, however young people at Oberstown remain on the Victim Liaison Register.

## Y-JARC

The Joint Agency Response to Crime initiative targets the most prolific, repeat offenders. It runs in Blanchardstown, Dublin and Gurrabraher/Mayfield, Cork with ten places on each programme. Participants include Oberstown, the Irish Prison Service, Tusla, the Probation Service and An Garda Síochána. Progress meetings are held every three weeks and Oberstown is represented at both the Steering Group and operations levels.

## YOUTH ADVOCATE PROGRAMME (YAP)

The Youth Advocate Programme works with young people and their families to help prepare them to reintegrate into their communities, and to support them post-release.

Youth advocate workers support young people to identify what would assist them to manage their release positively, to attend education placements in their community, to access hobby activities and provide them with pro-social and practical support. In 2021, youth advocate workers supported the parents of two young people to plan for their return home from Oberstown and to develop and reinforce skills to support their young person within their home.

## LE CHÉILE MENTORING

The Le Chéile Mentoring coordinator, based in Oberstown, works with young people’s keyworkers and parents to support the referral of interested parents. A volunteer mentor helps parents to focus on building and sustaining a positive relationship with their young person, and to gain access to community-based supports.

All parents of young people on detention orders and those that have been on remand for more than three months are referred. In 2021, the parents of 12 young people were referred, all of whom took part.

## OMBUDSMAN FOR CHILDREN’S OFFICE (OCO)

The OCO attends the Campus monthly. In 2021, OCO representatives met with 12 young people in person, or through video link when COVID-19 restrictions prevented on-Campus meetings.

## EPIC

EPIC provides external advocacy for young people, visiting the Campus once a month (COVID-19 restrictions permitting).

## DEPT. OF JUSTICE BAIL SUPERVISION SCHEME

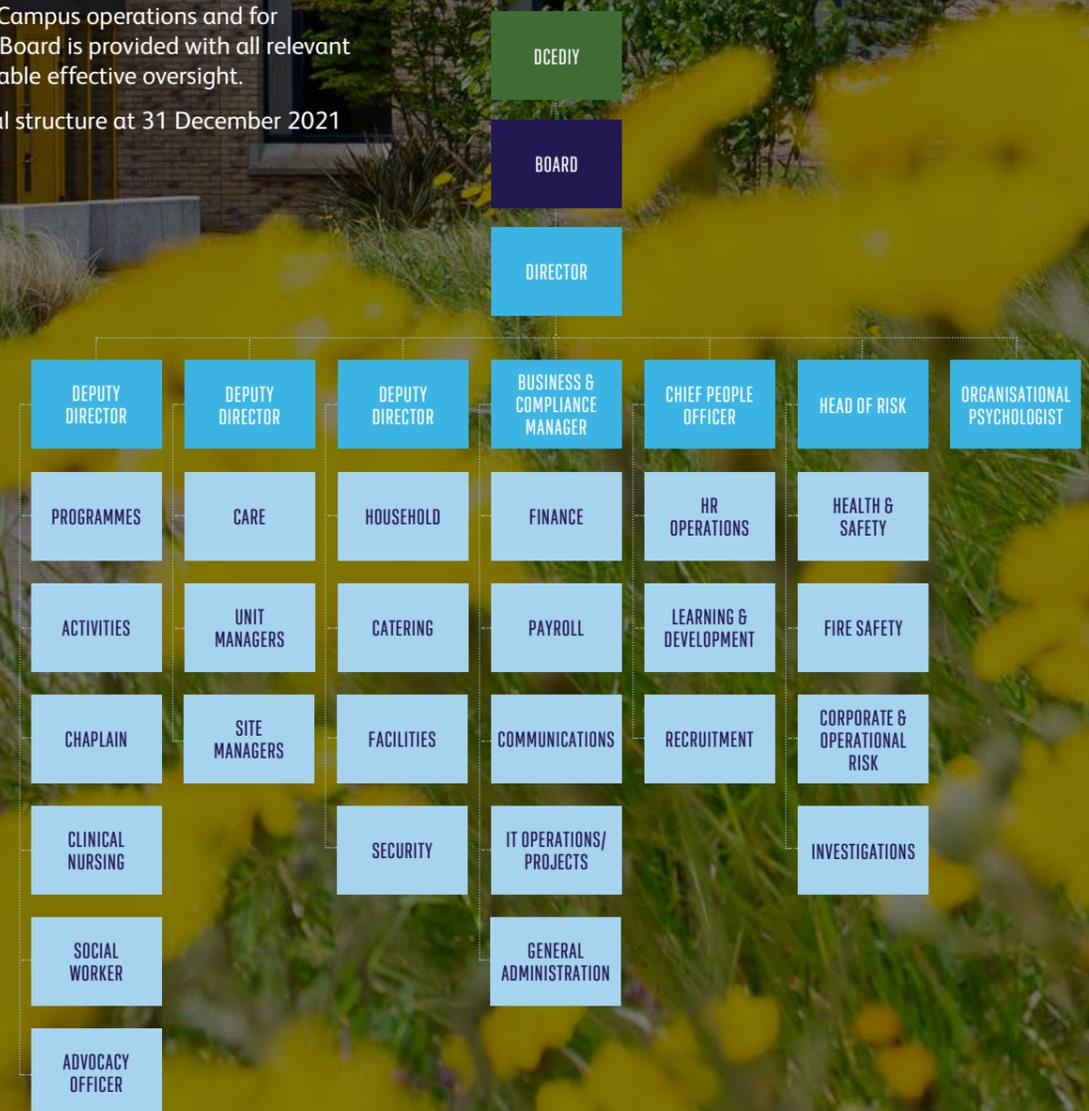
The Dept. of Justice Bail Supervision Scheme, provided by social justice charity Extern, can cater for up to 25 young people each year. The courts and Oberstown can refer a young person to the Scheme. During 2021, 34 young people from Oberstown were eligible; 29 had already been referred by the courts and a further five were referred by Oberstown.

# OBERSTOWN GOVERNANCE AND MANAGEMENT

## 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 organisational structure at 31 December 2021 is outlined below:



## HEALTH INFORMATION AND QUALITY AUTHORITY INSPECTION 2021

Inspectors from the Health Information and Quality Authority (HIQA) are authorised to carry out independent inspections of Oberstown.

The Children Act 2001 requires an inspection of Oberstown to be carried out annually. In previous years, HIQA inspected Oberstown against the Standards and Criteria for Children Detention Schools. The 2021 inspection broke new ground, using Oberstown's Children's Rights Policy Framework and its 12 Rules as bespoke child-centred and rights-based standards for evaluating Oberstown's unique service.

In November 2021, an announced inspection took place over four days. Inspectors spoke directly with 21 young people about their experience of life on Campus; a further 13 young people's views were collected through questionnaires. They also spoke with six parents and guardians, and four social workers and probation officers. The inspectors spoke with a total of 73 members of staff and management, 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.

HIQA organised its findings under two dimensions:

**1. Capacity and Capability of the service** – the leadership and management of the Campus and how effective it is in ensuring delivery of a good quality and safe service.

**2. Quality and safety of the service** – the care and support children receive and if it is of a good quality and ensures people are safe.

The HIQA inspectors noted that young people “spoke positively about the care they received, their medical treatment and their education”. They observed interactions between

young people and staff that were “comfortable and relaxed...child-centred and mutually respectful”. Staff were commended for evidently knowing the young people in their care well, highlighting their “unique abilities and personalities” and encouraging them to meet the HIQA inspectors to share their achievements and make their views known.

HIQA acknowledged the sustained delivery of service during the COVID-19 pandemic and recognised that high standards were maintained. The report states that Oberstown benefits from strong leadership, well-established lines of communication and assurance reporting across the management team, and a focus on continuous improvement which works to the benefit of the young people.

Key areas for continued improvement were identified as Oberstown's reporting and monitoring of everyday practice and risk management. Record-keeping and supervision, identified in previous inspections, require further work.

The report provides detailed observations on Oberstown's care model which takes account of each young person's complex needs under CEHOP® – care, education, health, offending behaviour and preparation for leaving. (These elements are covered by the first five of Oberstown's 12 Rules.) A key finding is that young people and their parents and guardians feel involved in this process.

HIQA's findings included:

### Rule 1 – Care

Young people in Oberstown receive good quality, person-centred care. Needs are assessed and care planned appropriately; young people are supported to take part in the process. *Improvement focus: Individualised record keeping has improved; further improvement required in this respect.*

### Rule 2 – Education and Recreation

Young people in Oberstown have educational and recreational plans

individualised to their talents, needs and interests. Concrete plans are in progress to expand vocational and recreational opportunities for young people. Young people are supported to make decisions on their own education and activities.

### Rule 3 – Health

Oberstown appropriately provides for the majority of physical and mental health needs of young people. Young people can access a suite of health, medical and therapeutic services along with age-appropriate information to help them participate in decisions about their health and wellbeing. Each young person in Oberstown has an individual health assessment and plan which is retained and updated as required. *Improvement focus: enhance specialised services to address substance misuse.*

### Rule 4 – Offending behaviour

Young people in Oberstown can access a range of services, supports and programmes that support them to address the factors associated with the offending behaviour which led to their detention, and to enhance their life skills. Young people's placement plans include details of plans to address the reasons for their detention. Operational policies and procedures are in place to incentivise engagement by young people in programmes and staff take a child-centred, restorative approach to care which helps young people to develop and maintain positive relationships and behaviour.

### Rule 5 – Preparation for leaving

Young people are prepared for leaving Oberstown through effective placement planning processes which supported their return to family, communities or transition to prison. The approach is strategic, multi-disciplinary and intra-agency which is child-centred and inclusive of all relevant people in their lives. Good systems for sharing of information ensure that preparation for leaving

is a primary focus throughout the duration of each child's sentence or remand.

### Rule 6 – Safeguarding

Young people in Oberstown are protected from harm and abuse and their welfare is protected and promoted. Young people feel safe. Inspectors found that staff were aware of their responsibilities and committed to safeguarding across the campus.

*Improvement focus: staff refresher training; reporting lines to Tusla*

### Rule 7 – Participation

Young people in Oberstown are supported to participate in decision making and know how to make a complaint. Young people are aware of their rights and their individuality is respected. The service promotes a child-centred approach and this was evident through observed interactions between staff and young people throughout the inspection.

*Improvement focus: greater consistency in care practices and weekly meetings with young people.*

### Rule 8 – Positive behaviour

Young people are supported to develop skills to understand and demonstrate norms of good behaviour. Young people receive consistent, supportive care and their positive behaviour is recognised and rewarded. Young people were aware of the behaviour that was expected of them as well as the rules of the campus. Staff were skilled at engaging with young people and supported them to understand and develop skills they needed to manage challenges as they arise.

*Improvement focus: further work on developing, implementing and reviewing behavioural management plans for young people; refresh staff training schedule.*

### Rule 9 – Restrictive practices

Restrictive practices are used effectively in minimising incidents of violence and reducing risks posed to staff and young people during

significant incidents. Structured programmes are used as a less restrictive alternative to ensure the safety of young people and staff.

*Improvement focus: management oversight and quality of record keeping.*

### Rule 10 – Staffing, management and governance

Young people are cared for by suitably qualified and experienced staff. Effective management systems are in place which ensure safety. Management is clear that young people receive child-centred care that is inclusive of their views and opinions and considerate of their needs. Management communication is effective for communicating progress, risks and challenges and data and information is gathered monthly to monitor progress in high risk areas of operations.

*Improvement focus: continued improvement in recording and enhanced use of staff supervision.*

### Rule 11 – Physical environment

The environment is safe and secure, premises are kept clean and tidy, with adequate lighting, ventilation and heating. Each young person has their own room with a shower and is permitted to add some personal items to decorate them to their own taste. External areas of the campus are well maintained. Effective maintenance, health and safety and fire safety systems are in place. *Improvement focus: monitoring and oversight of systems and scheduling of works.*

### Rule 12 – Authority to suspend the rules

No suspension of the rules have occurred since the introduction of the children's rights policy framework.

Following the inspection, action plans have been agreed between the Oberstown Director and HIQA and the implementation of these actions is monitored monthly by the Board of Management.

For the full HIQA inspection report, see [www.oberstown.com/HIQA](http://www.oberstown.com/HIQA) 2021.

## OTHER STATUTORY 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. Under COVID-19 restrictions, OCO representative visits to Campus were replaced by phone calls and video meetings with young people. During 2021, 12 young people requested to meet with the OCO representative.

**The Department of Education** – carries out inspections of the Oberstown Campus school.

Oberstown is also subject to regulation by a range of other statutory bodies, including:

**Workplace Relations Commission** – compliance with employment legislation.

**Health Service Executive** – inspection of environment (catering areas and drinking water) by Environmental Health Officers; and the Health and Safety Authority regarding compliance with the Health and Safety Act 2005.

**Fingal County Council** – inspects the integrated constructed wetlands on Campus.

## BOARD OF MANAGEMENT

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

The Board carries out its functions on behalf of the Minister for Children, Equality, Disability, Integration and Youth. Its key responsibility is to provide oversight and strategic direction to Oberstown on behalf of the Minister. The Board is also responsible for supporting the Director to deliver the strategic plan and is accountable to the Minister in line with the Children Act 2001 and associated legislation and policy.

In 2021, as part of Oberstown's continued commitment to good governance, the Chairperson, Ursula Kilkelly, achieved a distinction in the Institute of Directors Diploma in Company Direction and was subsequently awarded Chartered Director status by the IOD.

## BOARD MEMBERSHIP

The Board of Management of Oberstown has 12 members plus a Chairperson and includes representatives of the Department of Children, Equality, Disability, Integration and Youth (DCEDIY), the Department of Education, Tusla, two representatives from the local community and two members of staff, with five members identified via the Public Appointments Service (PAS) process. Members are appointed for a term, renewable, of up to four years. The current term of the Board of Management began on 1 June

2019. During 2021, three members left the Board: Noreen Leahy, Don O'Leary and Pat Rooney. Three members joined: Brian Arnold, Donal McCormack and Denis O'Sullivan. Profiles of the Board members are provided on pages 34-35.

## BOARD MEETINGS

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 regular Board meetings in 2021. An update was circulated to staff and published on the Oberstown website following each Board meeting.

All Board and Board Committee meetings were conducted remotely until June 2021, after which in-person meetings became possible in line with COVID-19 public health guidance and Campus protocols. The Board convened three additional meetings in 2021 in between the scheduled monthly Board meetings.

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

## BOARD COMMITTEES

Five standing Board committees were in place throughout 2021 – the Audit and Risk Committee, the Governance Committee, the Strategy Committee, the Young People Committee and the People and Culture Committee. The ad hoc Transition & Succession Committee also met during the year. Dates of the Board of Management and committee meetings, and details of attendance, are set out in Appendix 2.

### Audit and Risk Committee

The Audit and Risk Committee is a standing Board committee. It met seven times in 2021 to review matters of finance, internal control and risk, providing oversight in these areas on behalf of the Board and in line with its terms of reference. During

2021, the committee:

- Met representatives from the office of the Comptroller and Auditor General (C&AG) to discuss the external audit of the 2020 financial statements. The statements received a clean audit; the committee reviewed the audited financial statements and recommended approval by the Board.
- Contributed to the development of Risk Management at Oberstown, including reviewing a draft Risk Management Policy and Risk Appetite Statement.
- Reviewed an external Information Security Review and the resulting recommendations and action plan.

### Governance Committee

The Governance Committee is a standing Board committee. It met five times during 2021 to oversee arrangements for oversight and governance in line with its terms of reference. During 2021, the committee implemented the priority goals of its workplan:

- Introduced a performance review process for the Director.
- Developed a standard induction plan for Board Members and revised the Governance Handbook.
- Oversaw the implementation of the Children's Rights Policy Framework.
- Led an independent Board evaluation process. Board Excellence were commissioned to carry out a review of the Board's operations in line with good practice in a process overseen by the Governance Committee.
- Developed the relevant aspects of the new Oberstown Strategy.
- Reviewed the Board's Register of Interests and supported Board engagement in governance training.

## BOARD ACTIONS 2021

- Appointed a Director under s180 of the Children Act 2001, following a competitive search and selection process managed by the Transition & Succession Committee.
- Monitored the implementation of the Oberstown Strategy, supporting the Director to deliver in key strategic areas.
- Ensured no deviation from Oberstown policy during the management of the response to COVID-19.
- Approved the Financial Statements and Statement of Internal Control for 2020.
- Interrogated data on the use of restrictive practices, setting clear expectations for their reduced use in line with Oberstown policy.
- Approved the Terms of Reference of the People & Culture Committee.
- Approved an updated version of the Governance Handbook.
- Commissioned a stakeholder mapping exercise to identify key partners and relationships and promote their active development in line with Oberstown Strategy.
- Monitored the implementation of the Children's Rights Policy Framework and welcomed HIQA's new Assessment Framework setting benchmarks for measuring progress.
- Welcomed the Minister for Children, Equality, Disability, Integration & Youth, Roderic O'Gorman, to two Board meetings – virtually in March and in person following his visit to the Campus in December.
- Developed enhanced management engagement at Board level, to further improve oversight.
- Led the development of the new Oberstown Strategy.

## Strategy Committee

The Strategy Committee is a standing committee of the Board, comprising six Board members. It was established in April 2020 and restructured in October 2020. It met nine times in 2021. The role of the committee is to support the development of the next strategic plan and ensure its implementation.

The committee extended the deadline for the completion of the new strategy due to the exceptional circumstances of COVID-19. An Interim Continuity Plan put in place in December 2020 was extended to the end of 2021 and its implementation was monitored by the committee.

Key steps towards the new strategy included:

- Engaged an external facilitator to assist with strategy development.
- Reviewed feedback from staff and young people.
- Held joint meetings with the Senior Management Team to foster joint ownership of the new strategy and focus on implementation.
- Developed a document incorporating Oberstown's purpose, vision, values and high-level objectives with accompanying actions. The document was considered by the Board at a dedicated meeting at the end of 2021.

## Young People Committee

The Young People Committee is a standing committee of the Board, comprising three Board members. It was established in October 2020. The role of the committee is to support the Board in the fulfilment of its governance and oversight responsibilities for young people in Oberstown. Its main objective is to ensure that the views of young people are heard and taken into account by the Board.

The committee met four times in 2021. As part of the Board's direct engagement with young people, the committee met with young people and discussed matters of concern to them, including: residential units; use of vans for court visits; education and training; after care and the placement planning process; mobilities; home visits; and vaccinations. The committee discussed these issues with the Director and reported back to the young people and the Board.

The committee supported the involvement of young people in the recruitment of the Director.

## People & Culture Committee

The People & Culture Committee is a standing committee of the Board, comprising three Board members and an external member. It was established by the Board in December 2020 and met three times during 2021. The role of the committee is to assess, guide, report on and make recommendations to the Board for approval in the area of development and implementation of the Oberstown People and Culture Strategy.

## Transition & Succession Committee

The Transition & Succession Committee, comprising four Board members, is an ad hoc Committee of the Board which was established in 2020 to oversee the transition and succession process following the resignation of the Director, and to make decisions on behalf of the Board in between meetings with respect to the appointment of the new Director. The Committee was discontinued in June 2021, following the successful completion of the appointment process.

## OBERSTOWN BOARD OF MANAGEMENT 2021

### Professor Ursula Kilkelly Chairperson



**Appointment:** Ministerial  
**Appointment date:** 1 June 2019 (reappointment)  
**Term:** 4 years (on Oberstown Board since 2012, Chairperson since 2016)  
**Committee membership:** Audit & Risk, Governance (Chair), Strategy, Young People, People & Culture (Chair), Transition & Succession (Chair)

Professor Ursula Kilkelly is a Professor of Law at University College Cork and an established international expert in youth justice and detention and children's rights. She is a Chartered Director with the Institute of Directors.

She is co-author, with former Oberstown Director Pat Bergin, of *Advancing Children's Rights in Detention, A Model for International Reform*.

### Brian Arnold



**Appointment:** Ministerial (Community representative)  
**Appointment date:** 21 July 2021  
**Term:** 3 years

Brian Arnold is a local community representative, resident in the vicinity of the Oberstown Campus. He is a management consultant with over 30 years' experience working in both the public and private sectors. He is Chairperson and a director of Lusk Community Council CLG.

### Eamon Clavin



**Appointment:** Ministerial (Department of Education nominee)  
**Appointment date:** 4 July 2019 (reappointment)  
**Term:** 4 years

**Committee membership:** Governance, Strategy

Eamon Clavin is a Divisional Inspector in the Department of Education, attached to the Inspectorate's Teacher Education and Inclusion Evaluation and Policy Support Unit. He has a particular interest in Special Education, DEIS and Traveller Education and is a Council member of the National Council for Special Education (NCSE).

### Bernadette Costello



**Appointment:** PAS process  
**Appointment date:** 4 July 2019  
**Term:** 4 years

**Committee membership:** Audit & Risk (Chair)

Bernadette Costello is a Chartered Accountant and past Chair of Chartered Accountants Ireland Audit Committee and Chair of the Board of Accounting Technicians Ireland. She is a former Director of Internal Audit & Risk Management, National University of Ireland, Galway and has extensive experience in financial and management accounting, corporate governance and related areas.

### Jennifer Gargan



**Appointment:** PAS process  
**Appointment date:** 4 July 2019  
**Term:** 4 years

**Committee membership:** Governance, Strategy, Young People (Chair), Transition & Succession

Jennifer Gargan is a qualified social worker who has worked in the areas of community development, child protection and family support. As CEO of EPIC, Jennifer was an active advocate for the rights of young people with care experience in order to bring about changes in legislation, policy and practice.

### Elizabeth Howard



**Appointment:** Ministerial (Community representative)  
**Appointment date:** 4 July 2019 (reappointment)  
**Term:** 3 years

Elizabeth Howard is a local community representative resident in the vicinity of the Oberstown Campus.

### Noreen Leahy



**Appointment:** Ministerial (DCEDIY nominee)  
**Appointment date:** 8 June 2020  
Stepped down from the Board 25 March 2021  
**Term:** 3 years

**Committee membership:** Strategy, Young People, People & Culture, Transition & Succession

Noreen Leahy is a Principal Officer of the Minister for Children, Equality, Disability, Integration and Youth. Stepped down from the Board 25 March 2021.

### Laoise Manners



**Appointment:** Ministerial (Staff member)  
**Appointment date:** 21 July 2021 (reappointment)  
**Term:** 2 years

**Committee membership:** Strategy

Laoise Manners is a residential social care worker (RSCW) and part of the medical team in Oberstown.

### Donal McCormack



**Appointment:** Ministerial (DCEDIY nominee)  
**Appointment date:** 22 March 2021  
**Term:** 2 years

Donal McCormack is the service director responsible for Tusla, the Child & Family Agency's Children's Residential Services nationally. He has over 30 years' professional experience covering social care staff and senior operational management roles, spanning community and residential services.

### John McDaid



**Appointment:** PAS process  
**Appointment date:** 4 July 2019  
**Term:** 4 years

**Committee membership:** Audit & Risk, Strategy (Chair), Transition & Succession

John McDaid is the Chief Executive of the Legal Aid Board having previously worked for the Board as a solicitor and also having worked in private legal practice.

### Craig Mulligan



**Appointment:** Ministerial (Staff member)  
**Appointment date:** 21 July 2021  
**Term:** 2 years

**Committee membership:** People & Culture

Craig Mulligan is a residential social care worker (RSCW) in Oberstown.

### Don O'Leary



**Appointment:** PAS process  
**Appointment date:** 4 July 2019 (reappointment). Stepped down from the Board 13 September 2021  
**Term:** 3 years

**Committee membership:** Strategy, Young People

Don O'Leary is the Director of the Cork Life Centre, a voluntary organisation offering an alternative learning environment to young people who find themselves outside mainstream education. Stepped down from the Board 21 September 2021.

### Denis O'Sullivan



**Appointment:** Ministerial (DCEDIY nominee)  
**Appointment date:** 1 April 2021  
**Term:** 2 years

**Committee membership:** Strategy

Denis O'Sullivan is a Principal Officer in the Children Detention Schools Unit, Department of Children, Equality, Disability, Integration and Youth (DCEDIY). He worked in the Department of Children and Youth Affairs from its establishment in 2011 up to the establishment of DCEDIY in 2020; prior to that he served in various senior management roles within the Department of Health.

### Pat Rooney



**Appointment:** Ministerial (Community representative)  
**Appointment date:** 4 July 2019 (reappointment)

Stepped down from the Board 21 June 2021  
**Term:** 3 years

Pat Rooney is a local community representative, resident in the vicinity of the Oberstown Campus. Stepped down from the Board 21 June 2021.

### Emer Woodfull



**Appointment:** PAS process  
**Appointment date:** 4 July 2019 (reappointment)  
**Term:** 3 years

**Committee membership:** Strategy, Young People, People & Culture

Emer Woodfull is a practising barrister at the Law Library Dublin who was called to the Bar in 2003. She has a background in child, criminal, investigative, inquiry and employment law. She was previously an award-winning current affairs broadcaster and series producer in RTE, the national broadcaster.

### Gender Balance

- As at 31 December 2021, the Board had six (50%) female and six (50%) male members, with no positions vacant.
- The Chairperson is female.
- The Board therefore meets the Government target of a minimum of 40% representation of each gender in the membership of State Boards.

# COMPLIANCE AND OPERATIONAL OVERVIEW

**Oberstown operates in accordance with the principles of good governance in line with the Children Act 2001 and The Code of Practice for the Governance of State Bodies (2016).**

## Protected Disclosures

Under the Protected Disclosures Act 2014 Oberstown is required to publish a report on the number of protected disclosures made to the organisation in the preceding year and the action taken (if any) in response to the protected disclosure. In 2021, one protected disclosure was received from parties internal or external to Oberstown and was under investigation at 31 December 2021.

## Conflict of Interest

There were no declared conflicts of interest – personal, professional or financial – concerning any decisions of the Board during 2021. The Board maintains a Register of Interests that is reviewed by the Governance Committee annually. Any conflicts are declared at each Board meeting. None were declared in 2021.

## Risk Management

Oberstown maintains a Strategic Risk Register setting out the organisation’s principal risks and mitigation measures. The risk register is reviewed regularly and updated as required.

## Parliamentary Questions

Oberstown works with DCEDIY to provide accurate and up-to-date information to public representatives and officials in a prompt and consistent manner. In 2021, Oberstown contributed to the answers to 26 parliamentary questions – up from 16 in 2020.

## Data Protection

In 2021, the third full year of the application of GDPR and the Law Enforcement Directive, Oberstown continued to develop policies, systems and procedures, placing considerable emphasis on staff awareness and training, aimed at ensuring compliance with the requirements of data protection legislation.

The Data Protection Officer in Oberstown:

- assists in monitoring internal compliance
- informs and advises on data protection obligations
- provides advice regarding Data Protection Impact Assessments (DPIAs)

- acts as a contact point between data subjects and Oberstown.

A dedicated email address (DPO@oberstown.com) is in place to facilitate data protection queries and reporting. Data Protection also has a dedicated space on Oberstown Workvivo, the Campus internal communications platform.

Processing “special category” data carries more risk than any other personal data; vigilance in this regard is of prime importance in Oberstown with data regarding children and health and medical information. In 2021 Oberstown received and responded to 14 Data Protection requests.

## 2021 Data Breaches and Subject Rights Requests

Subject Rights Request	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Access Request	1	1	1	1	2	1	1	1	1	1	1	2	14

Breaches	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Non-Reportable	1	1	1	1	0	0	0	0	0	1	1	1	7
Reportable	1	0	1	0	2	0	1	0	0	0	0	2	7
Total	2	1	2	1	2	0	1	0	0	1	1	3	14

## Freedom of Information (FOI)

Oberstown manages its Freedom of Information (FOI) responsibilities in line with the requirements of the Freedom of Information Act, 2014. In 2021, Oberstown received a total of four FOI requests: all four requests were granted or part-granted, none were refused.

## Financial allocation

The budget of Oberstown Children Detention Campus is allocated through the Department of Children, Equality, Disability, Integration and Youth (DCEDIY). In 2021, the Campus received a core allocation of €24.853m from the Department as follows:

Allocation item	Amount €m
Pay	17.464
Pensions	1.657
Non-pay	5.732

The Campus also incurred Capital expenditure of €1.021m in 2021, funded by the Department.

Oberstown’s payroll function is provided on a shared service basis by the National Shared Services Office through DCEDIY. The accounting officer of the National Shared Services Office is responsible for the operation of controls within shared services.

The functions underpinning these responsibilities include authorising and monitoring payments for goods and services, tendering processes and compilation of monthly returns to DCEDIY.

## Internal Financial Control

The Board has overall responsibility for the internal financial control of Oberstown. It delegates responsibility for monitoring the effectiveness of risk management and the internal control environment to the Audit and Risk Committee (ARC) (see page 32).

## Budget Management

The Director and the Senior Management Team prepare an annual budget based on the operational and developmental needs of Oberstown. The annual budget is recommended for approval by the Director to the Board. Day-to-day responsibilities for managing expenditure within budget limits is assigned to the Director. Budgets are monitored closely, with monthly reports furnished to DCEDIY.

## Internal Audit Function

Internal audit is an independent appraisal function whose role is to provide assurance to the to the Audit and Risk Committee on behalf of the Board of Management as to the adequacy and effectiveness of the systems on governance, risk and internal controls operating with Oberstown.

The internal audit function is outsourced. It operates in accordance with an audit charter approved by the Board and an annual audit plan approved by the ARC and the Board. In carrying out audits, the contractor complies with the Institute of Internal Audit Standards, as adapted by the DPER for use in government departments.

The internal auditors completed a review of internal controls in 2021.

## Procurement

Oberstown operates under the Public Procurement Guidelines which provide the direction for all procurement policy activity and ensure that the objectives and key principles of competition, equality of treatment and transparency which underpins national and EU rules are complied with and observed. Oberstown avails of centralised managed contracts that have been put in place by the OGP. Oberstown continues to engage the OGP for advice on current and future procurement requirements. In 2021, a number of contracts were successfully procured in conjunction with OGP in line with Oberstown’s procurement plan.

## Financial Statements for the year end 1 January to 31 December 2021 and Oberstown Statement on Internal Controls

The Board of Management is required to keep accounts subject to Ministerial direction (s.173) in line with the requirements of the Children Act 2001.

Throughout 2021, Oberstown Children Detention Campus continued to manage its financial resources in line with governance requirements. Budgeting and ongoing forecasting enabled secure management of actual expenditure against planned and available resources.

The Financial Statements of Oberstown Children Detention Campus for the year 1 January to 31 December 2021 and its Statement on Internal Controls for the same period have been completed and will be published as appendices to the Annual Report 2021 on the Oberstown website ([www.oberstown.com](http://www.oberstown.com)) following completion of an audit in respect of 2021 by the Comptroller & Auditor General (C&AG). The C&AG audit report is expected in Q4 2022. Financial statements for the year 1 January 2020 to 31 December 2020 are published as an appendix to the 2020 Annual Report on [www.oberstown.com](http://www.oberstown.com).

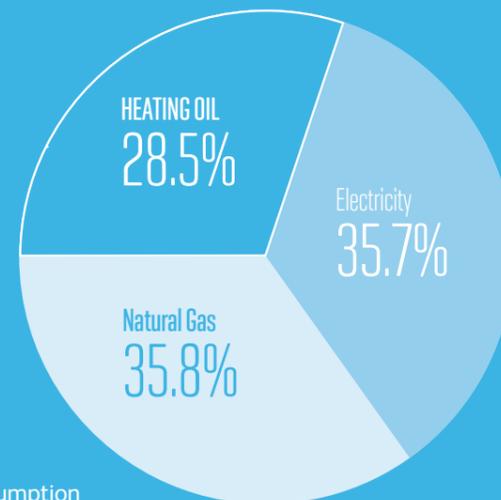
### Section 42 of the Irish Human Rights and Equality Commission Act 2014

Section 42 of the Irish Human Rights and Equality Commission Act 2014 imposes a statutory obligation on public bodies in performing their functions to have regard to the need to: eliminate discrimination; promote equality of opportunity and treatment for staff and persons to whom it provides services; and protect the human rights of staff and service users. Oberstown acknowledges this duty and commits to its full implementation. Oberstown operates in line with Irish, European and international human rights law and promotes equality and human rights through our policies and practices, including the Children's Rights Policy Framework, our CEHOP® framework and strategic approach.

## ENERGY AND ENVIRONMENTAL MANAGEMENT 2021

Oberstown reports annual energy efficiency data through the SEAI's public sector energy monitoring & reporting system. The SEAI manages the reporting process on behalf of the Department of the Environment, Climate and Communications (DECC).

### Campus energy usage 2021:



### Energy savings

Overall energy consumption reduced by 2.4% in 2021.

### Key projects

- Oberstown joined the SEAI Public Sector Partnership Programme. Staff from the newly established Campus Environmental Committee attended the SEAI energy management and engaging people programme (EMAP).
- Campus LED lighting upgrade project continued.
- Waste management – Oberstown's recycling system was extended to cover all administration and residential areas.

## ICT DEVELOPMENTS

Information and Communications Technology (ICT) is integral to the work of care staff, agencies and partners engaged in the care of young people on Campus. This is evident in the increased use of the Oberstown Case Management System (CMS) to track and record the journey of young people through care, as well as the technologies used to manage and share data among stakeholders. The Campus uses digital and video technology to communicate with the courts, partner agencies and the families of young people; this aspect of Oberstown's ICT usage has become increasingly important during the COVID-19 pandemic.

### ICT governance

Enhancements to governance in the areas of data and information management was a key focus in 2021. Working closely with the Department of Justice, security and resilience solutions were implemented to help mitigate deliberate and accidental threats and risks from a wide range of sources, including computer-assisted fraud and natural disasters such as fire and flood.

### Oberstown Case Management System (CMS)

The Oberstown CMS is fully operational, and has been in daily use since Q4 2018. The platform is a single, user-friendly and efficient system that provides a single source of knowledge and reporting on the status and care of young people resident in Oberstown, both past and present.

The continued development of the CMS is therefore central to Oberstown's ICT strategy.

The system is centred on the young person's journey through care. Each young person's records are updated and maintained on a daily basis, offering a detailed picture of individual progress across the entire CEHOP® framework.

As with most modern software systems, the Oberstown CMS is

constantly being enhanced and improved in line with user feedback, changing requirements and new work practices. Oberstown's CMS team uses an agile system development methodology, ensuring that approved enhancements to the system are made available to users at 4-6 weekly intervals throughout the year.

Changes in 2021 covered more than 139 items, delivering new features and system enhancements.

### Infrastructure

Technology enabled the continuity of key functions on Campus during COVID-19, and has also offered greater accessibility and flexibility in ways of working. Remote working became an established practice in 2021 across the administrative functions, facilitated by convenient and secure access to systems using laptops and WiFi.

### Sage 200

In late 2020, a decision was made to migrate Oberstown's financial software to Sage 200, a cloud-enhanced solution that offers improved reporting and leveraged mobile technology to make the purchasing process more convenient for both staff and the finance team.

Tasks completed by the Oberstown and Justice IT teams during 2021, in advance of Sage 200 deployment, included a prerequisites audit to verify that infrastructure would be available in timely fashion. Updates and enhancements were installed for supported software, operating systems, and Sage-connected applications (eg Power BI, remote desktop, SQL server and MS Office), security and firewall settings (eg Windows File Permissions), and minimum specifications for client and server machines of the Sage user base.

### Softworks

Softworks is Oberstown's human resources and rostering software. Early 2021 saw the creation of Softworks COVID-19 rosters and codes to accurately capture related absence,

while tracking changes in government policy.

The Softworks development team was engaged to make changes relating to the recording of unsocial payments to staff, and the absence of probationary staff members.

In mid-2021, the administrative ownership of the Softworks system was handed over to the Oberstown HR team. This involved significant training and support, in addition to knowledge and documentation sharing.

### Data and Information Management

During 2021, the implementation of a secure information management solution was essential to safeguard Oberstown's data and data processing facilities.

A key initiative was the creation of a Governance Framework to support the implementation of the governance, third-party security and data classification aspects identified as needing remediation following a recent ISO27002 review.

Data classification was one of the most notable risks in light of unsecured transfers via email of data concerning young people; the establishment of data classification standards were prioritised to bring clarity and greater control for Oberstown.

### Security and Resilience

Two initiatives were commenced during 2021:

- creation of an Information Security Policy and Risk Plan
- development of an Incident Response Plan.

This work was essential to establishing the security management of Oberstown's ICT infrastructure, applications and processes. Oberstown drew up a Third Party Security Protection Checklist to cover systems and data.

## HEALTH AND SAFETY

During 2021, the Health and Safety team continued to enhance and embed the Campus risk management system. A Head of Risk joined in April 2021 with a remit to initiate a Campus-wide risk management work programme and ensure regular review and updating of the Oberstown risk register.

**COVID-19 Campus Resilience Plan** – the Health and Safety team continued to play a central role in assessing, implementing and monitoring measures for the prevention and control of the risks associated with COVID-19. The COVID-19 Safety Implementation and Monitoring Committee ensured that there was strong Lead Worker Representative input across Campus.

Risk assessments and standard operating procedures (SOPs) were conducted and adjusted throughout the year in line with public health advice. Assessments covered a wide range of activities and scenarios, including: protocols for suspected COVID-19 cases on Campus; working from home; visitors and essential contractors; court trips and travelling for work; remote working; office social distancing; Campus facilities and services.

**Training** – Campus health and safety inductions, including COVID-19 elements, were undertaken with new employees, contractors, visitors and external bodies such as ACTS, FCAMHS, Le Chéile Mentoring and the Ombudsman for Children’s Office. Specific COVID-19 inductions were provided to teachers and other staff returning to Campus after periods of absence. The Clinical Nurse Manager conducted Infection Prevention and Control training.

Fire Safety and Evacuation training was conducted in 2021, with a full refresher programme planned for 2022 following the appointment of a new Fire Safety Officer in December 2021.

**Relocation of remand units** – the Health and Safety team worked with Facilities and the Care team on a major project to relocate the remand facilities from two older units to the more modern side of the Campus.

HSA reportable injuries 2017-2021



**ISO 45001** – Oberstown’s Occupational Health and Safety Management System maintained its certification under ISO 45001 following an annual surveillance audit. Compliance with ISO standards is a key driver of ongoing improvements in health and safety systems on Campus. The Campus Catering service also achieved recertification under ISO 9001:2015.

**HSA matters** – All notifiable HSA incidents are reported by the Health and Safety team. There were 23 HSA reportable injuries in 2021, up from 21 in 2020.



# DEVELOPING OUR PEOPLE AND CULTURE

**Oberstown staff showed remarkable resilience and flexibility during a second year of the COVID-19 pandemic, working together to provide an uninterrupted service across all areas of the Campus. Significant recruitment and staff engagement initiatives laid the foundations for the next phase of Oberstown’s development.**

## WORKING TOGETHER

During the first half of 2021, the COVID-19 pandemic continued to dominate the lives of the staff both on and off Campus. Daily infection rates peaked in March 2021 and had a significant impact on staff availability in line with Department of Public Expenditure and Reform (DPER) guidelines, which meant that one case of COVID-19 in a household put staff in isolation for up to 14 days. Daily workforce planning became an operational priority and there was a collective and collaborative approach between staff and management, which was evident in the uninterrupted, high quality delivery of service to our young people.

Access to the national COVID-19 vaccination programme became a key focus – the Chief People Officer worked closely with the Oberstown Chairperson and the Senior Management Team to make vaccines available for all Oberstown staff. By the end of May 2021, more than 98% of staff had received the COVID-19 vaccine.

Management and staff representatives across the Campus worked together to introduce and update a wide range of measures and resources to ensure the health, safety and wellbeing of staff, young people and visitors throughout 2021; these were recorded in the Campus COVID-19 Resilience Plan. Onsite antigen and PCR testing was a

notable additional measure to prevent and slow the spread of COVID-19 on Campus – this service was made available to all staff and young people through twice-weekly sessions provided by Medmark, Oberstown’s occupational health provider. This voluntary testing arrangement proved very popular, and was successful in the early identification of asymptomatic positive cases among staff.

In the second half of 2021, and with the vast majority of staff fully vaccinated, the Senior Management Team (SMT) refocused efforts on staff development and continuous improvement in the delivery of the CEHOP® model of care. A renewed emphasis on values-based leadership saw the SMT offering new perspectives on and insights into the organisation’s values – Respect, Learning and Reflection, Working Together, Honesty and Integrity and Commitment to Quality Care and Support – and identifying opportunities for improvement.

Moves towards a more normal rhythm and routine of Campus life were greatly enhanced in July 2021, when collaboration between the SMT and trade union Fórsa led to the reintroduction of a standard operational five-week roster for care staff. Hybrid flexible working arrangements continued for staff who could work remotely.

## RECRUITMENT AND STAFF TURNOVER

In 2021, staff turnover was 6.2% across a total workforce of 265 people. Leavers included a number of retirees, some with more than 30 years' service.

The appointment of a new Director in March 2021 was a significant step. Damien Herson, who served as Interim Director from November 2020, was successful following an extensive public appointment process that broke new ground by involving young people in the selection process. The Chief People Officer worked closely with members of the Board's Transition & Succession Committee and the Advocacy Officer to reflect the voice of the young people in the selection criteria, and shortlisted candidates met with young people during the interview stage. Feedback on this aspect of the recruitment exercise was very positive, from both the candidates and the young people. In November 2021, young people contributed in a similar way to the selection process for two Deputy Director posts.

Public recruitment campaigns were also held for: Chief Risk Officer, appointed in April 2021; Learning & Development Specialist, joined in November 2021; Fire Safety Prevention Officer, post filled December 2021; Residential Social Care Workers (RSCWs), appointed at various times in 2021. Recruitment competitions for a new Chaplain and a Health and Safety Risk Officer were ongoing at 31 December 2021. Oberstown staff were eligible to apply for all advertised posts.

Internal career progression opportunities included Site Manager positions, which were open to highly experienced care staff who wanted to gain managerial experience.

All new joiners to Oberstown complete a rigorous induction programme tailored to the unique environment on Campus.

## LEARNING AND DEVELOPMENT

At Oberstown, we believe that continuous learning and development for our staff is essential to their professional success and the wellbeing of the young people in our care. In 2021, COVID-19 continued to impact the way our staff lived, worked and learned. We proceeded with the delivery of our mandatory training programmes, in line with COVID-19 restrictions, to ensure all staff had the skills needed to be safe and compliant in their jobs.

We also took the opportunity to re-introduce the delivery of some of our specialised programmes to help staff to continue to develop as they coped with the challenges of the pandemic. These programmes included Mental Health First Aid and Critical Incident Stress Management (CISM) for our Peer Support Workers.

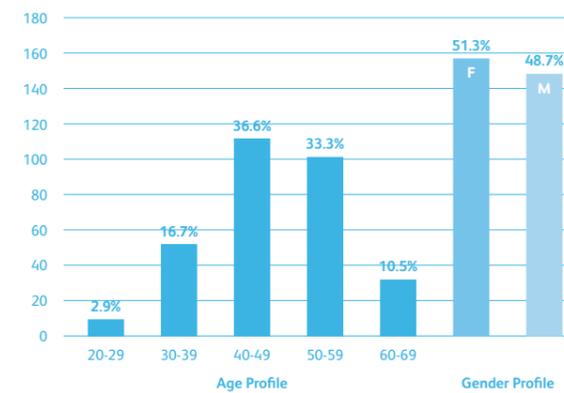
Along with planned in-house training, we encouraged staff to pursue academic education to enhance their professional development. Through Oberstown's Further Education & Continuing Professional Development Policy, in 2021 we provided funding support for five Masters Programmes, two BA programmes, one Diploma and one Certificate programme.

Recognising the need to enhance the training function on Campus, the Chief People Officer instigated the role of Learning and Development Specialist to focus on creating a culture of continuous learning and development at the individual, team and organisational level. The post was filled in November 2021.

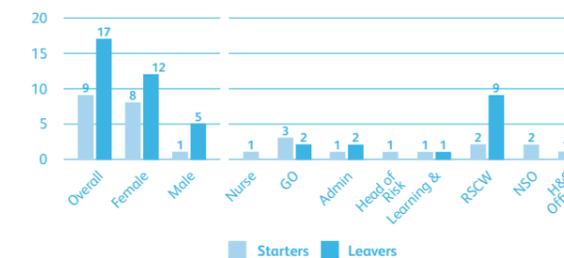
## RESOURCING CHALLENGES

National public health measures to control spread of COVID-19 had a significant impact on daily resourcing levels at Oberstown in 2021. Absence from work because of COVID-19 created the biggest challenge, with some staff absent for longer than the national guidelines of 14 days: COVID-19 absence accounted for 5% of an overall total annual absence measure of 16.4%.

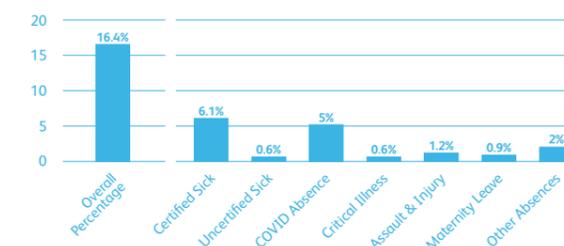
Age and gender profile



Staff turnover



Absence



‘THE CHIEF PEOPLE OFFICER WORKED CLOSELY WITH MEMBERS OF THE BOARD’S TRANSITION & SUCCESSION COMMITTEE AND THE ADVOCACY OFFICER TO REFLECT THE VOICE OF THE YOUNG PEOPLE IN THE SELECTION CRITERIA, AND SHORTLISTED CANDIDATES MET WITH YOUNG PEOPLE DURING THE INTERVIEW STAGE.’

**‘THE EMPLOYEE FORUM WILL HAVE A REAL AND VALUABLE IMPACT ACROSS THE BUSINESS, INVOLVING AND ENGAGING EMPLOYEES BY LISTENING AND RESPONDING TO THE ISSUES WHICH DIRECTLY AFFECT THEM IN THEIR PLACE OF WORK.’**

### STAFF ENGAGEMENT GROUPS

In 2021, as part of an ongoing collaborative process between Fórsa and Oberstown to facilitate discussion about staff welfare and safety on the Campus, a series of staff engagement sessions took place with a number of focus groups. These staff focus groups were independently facilitated and helped gain a deep insight into staff experiences, needs and views.

The Director and the Chief People Officer encouraged participation in the focus groups as an opportunity for staff feedback, which was generally positive. It was agreed to establish a number of formal staff engagement groups in 2022 to support change and improve communication on Campus, providing a platform for information sharing and consultation with all employees over significant organisational changes and ways of working, and enabling staff to voice their ideas and concerns. The new staff engagement groups will form part of an Employee Forum, which will play an integral role in ensuring strong communication between all levels of staff in the organisation. The Employee Forum will have a real and valuable impact across the business, involving and engaging employees by listening and responding to the issues which directly affect them in their place of work.

### RECOGNITION AWARDS 2021

The Oberstown Recognition Awards took place for a second year, with award recipients nominated by their colleagues for demonstrating the organisation’s values in their work and going the extra mile without fuss. While COVID-19 restrictions prevented a formal awards ceremony, each recipient received a certificate and token of appreciation to mark their outstanding professionalism and team spirit during 2021.



Pictured receiving their Oberstown Recognition Awards 2021 from Aoife Rafferty, Chief People Officer (clockwise from left): Noel Butler, Residential Social Care Worker; Helena Kelly, Archiving Administrator; Fiona Matthews, Clinical Nurse Manager.



#### Oberstown Recognition Award Winners 2021

Fiona Matthews	Clinical Nurse Manager
Cara Driscoll	Organisational Psychologist
Helena Kelly	Archiving Administrator
David Sadlier	Night Supervision Officer
Billy Daly	Residential Social Care Worker
Noel Butler	Residential Social Care Worker
Linda Carter	Residential Social Care Worker

# THE OBERSTOWN WORKING WELL HEALTH & WELLBEING FRAMEWORK

**Working Well is a strategic framework developed to address employee health and wellbeing. Activities take place under four pillars, each with specific objectives:**

<h2 style="margin: 0;">WORK SAFE</h2> <ul style="list-style-type: none"> <li>• Create a safe and healthy working environment</li> <li>• Build safe and healthy working systems</li> <li>• Build a safe and healthy culture</li> </ul>	<h2 style="margin: 0;">WORK HEALTHY</h2> <ul style="list-style-type: none"> <li>• Utilise the resources on Campus to promote a healthy working environment</li> <li>• Commit to engaging in healthy initiatives</li> <li>• Encourage and support employees to develop and maintain healthy behaviours</li> </ul>	<h2 style="margin: 0;">WORK WELL</h2> <ul style="list-style-type: none"> <li>• Display commitment to a collaborative approach to wellbeing and continue to recognise the challenges within the working environment</li> <li>• Continue to provide access to employee supports such as: Line Managers, Employee Assistance Programme, Occupational Health, Peer Support Workers, Campus Support Services, and Training and Education</li> <li>• Build awareness regarding physical and emotional wellbeing in self and others</li> </ul>	<h2 style="margin: 0;">WORK WISE</h2> <ul style="list-style-type: none"> <li>• Create an inclusive team working environment</li> <li>• Establish and promote the organisational values</li> <li>• Bring the organisational values to life</li> </ul>
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## KEY DEVELOPMENTS IN 2021

### Work Safe

- Oberstown maintained its ISO 45001 certification for its Occupational Health and Safety Management System.
- Incident management – following a review of existing processes, a provider was identified to progress specialist training in this area.
- After Incident Review (AIR) process was enhanced, including by ensuring the views and experiences of young people are incorporated into the process..
- The Peer Support Worker (PSW) team was expanded following an internal expression of interest. Seven volunteers were selected and completed training with Carlow IT. Oberstown now has 36 PSWs.

### Work Healthy

- The New Year ‘Fresh Start’ theme included Operation Transformation, with healthy menus, walks and physical fitness routines delivered virtually in line with COVID-19 public health guidance. Fresh Start also featured stop smoking and financial wellbeing clinics.
- Step Up – in February, Oberstown entered Ireland’s Fittest Workplace Challenge. Two Campus teams with a total of 40 staff members signed up, and Oberstown finished in 17th place overall and collectively took 124.9K steps. The virtual nature of the event did not dampen spirits – some even managed to walk 6km before 9.30am.
- Marchathon – the appetite for walking continued in March and October. One of Oberstown’s teams finished third in the National Transport for Ireland Marchathon event. Later in the year, one Oberstown team placed first out of 80 national teams in the non-office based caegory, and 13th overall out of almost 1,000 teams.

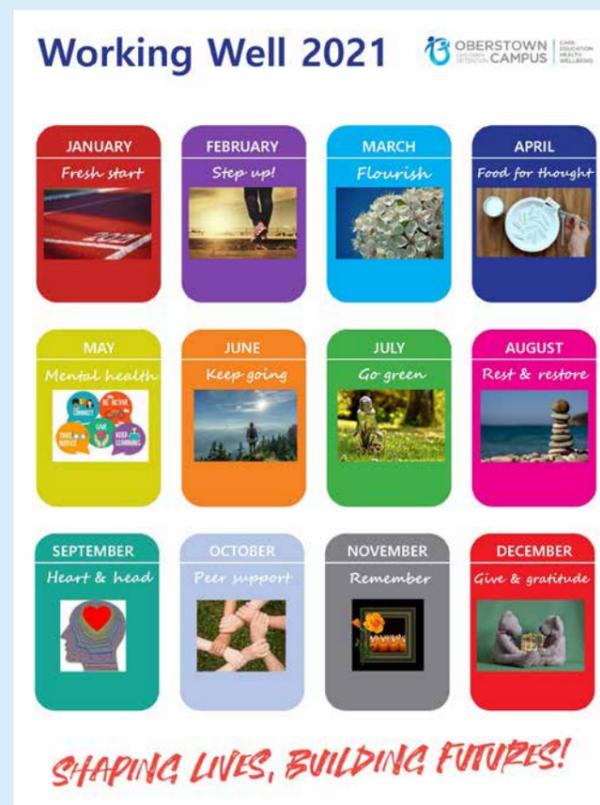
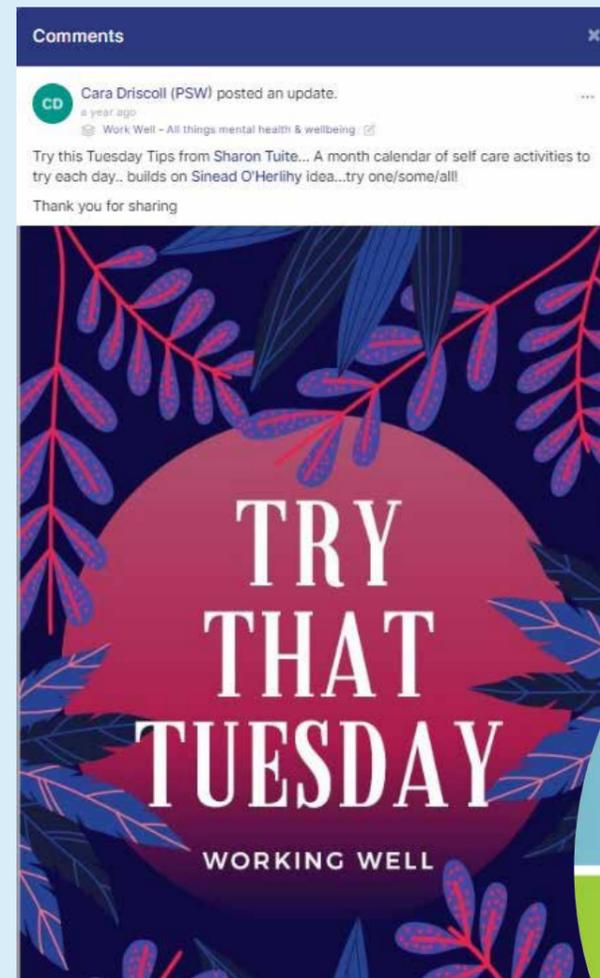
- Workplace Wellbeing Day took place on 30 April and was marked by a number of virtual events.
- The Oberstown Nutrition Committee was launched, with staff from all grades across the Campus working to promote healthy eating ideas and help identify healthy eating priorities for the Campus. Results of a staff food and nutrition survey were published and informed developments in the Catering function. Webinars included ‘Food for mood’ and ‘Nutrition for healthy eating’.
- Oberstown Catering achieved ISO 90001:2015 recertification via a surveillance audit by NSAI. In 2022 accredited recertification will be sought via a full audit.
- ‘Vitamin G’ (vitamin green) – awareness of the benefits of nature on health was boosted through the launch of an Environmental Strategy Committee on Campus.
- The Wellbeing calendar of events was amended to meet the restrictions imposed by COVID-19. Monthly themed events and awareness days continued, including: Green Ribbon mental health awareness; Sun Smart with the Irish Cancer Society; flu vaccinations; Irish Heart Campaign – Reboot your life; Suicide or Survive.
- Onsite yoga classes for staff took place and were well received as a good start to the day.
- An Oberstown team took part in the National Transport Authority/Transport for Ireland Smarter Travel cycle challenge. Oberstown conducted its first Smarter Travel Survey, with the results used to inform a Smarter Travel Workplaces plan.

### Work Well

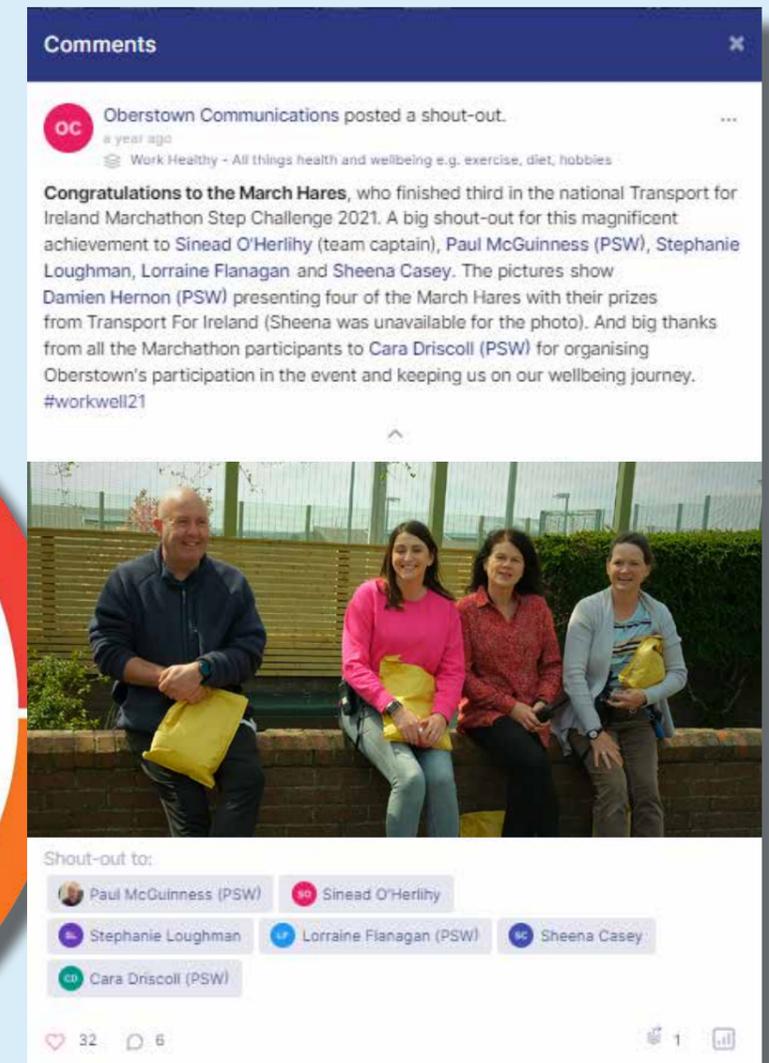
- The PSW team shared mental health tips with colleagues through 'Try this Tuesday' tips on Oberstown Workvivo.
- Random acts of kindness were carried out by the PSW team to highlight the importance of connection.
- Mental Health First Aid refreshers were conducted for the PSW team.
- A staff survey was conducted to inform the development of employee wellbeing initiatives.
- 'Vitamin G' - was promoted through the development of an outdoor break space for staff. Vitamin G initiatives also included 'Walk on the Mind Side' in conjunction with Oberstown's EAP provider.
- A number of initiatives took place to promote awareness of mental health, including 'Suicide or Survive' and 'Compassion fatigue'.
- The Oberstown Mental Health & Wellbeing booklet was relaunched and distributed to all staff.
- Reflective practice and resiliency pauses were held with residential social care worker (RSCW) teams.

### Work Wise

- Work continued on the exploration of employee engagement and living our organisational values.
- The second annual Oberstown Recognition Awards took place in December 2021, celebrating employees who were voted by their colleagues as living the organisational values.



Oberstown's Working Well initiatives continued in 2021, both on Campus and online. Step challenges were popular, providing both health and social benefits and producing extraordinary results in the case of our March Hares team. Colleagues shared mental health tips and information on other wellbeing resources via Oberstown Workvivo. Maintaining an active and diverse wellbeing programme despite COVID-19 restrictions helped the Campus retain its Ibec KeepWell Mark status, and earned recognition as one of Ireland's Top 100 Leaders in Wellbeing.



# COMMUNICATIONS AND ENGAGEMENT

**Internal and external communications at Oberstown promote the organisation’s mission, vision and values and support the implementation of the strategic plan. Significant engagement with stakeholders continued throughout 2021 despite COVID-19 restrictions.**

## INTERNAL COMMUNICATIONS

COVID-19 continued to be prominent across all channels in 2021. Public health messages and Campus safety measures were conveyed and reinforced through:

- Signage and poster campaigns across the Campus
- Sendmode text messaging for direct updates
- TV monitor displays carrying static and video presentations
- Campus-wide messages using a dedicated communications email address
- Oberstown Workvivo mobile-enabled internal communications platform
- Socially distanced management update meetings where possible
- Dial-in and video meetings

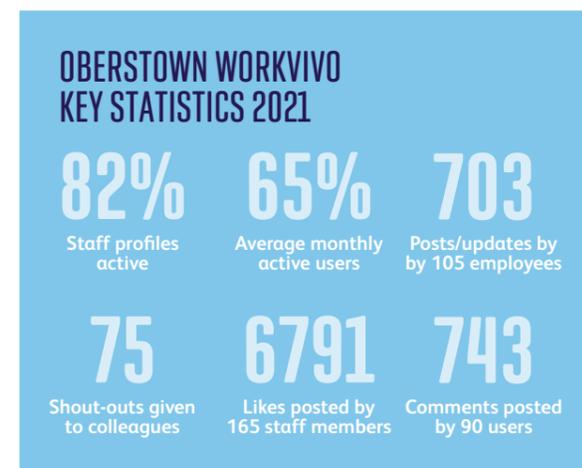
### Oberstown Workvivo

Oberstown Workvivo, the Campus internal communications platform introduced in May 2020, developed into a key channel in 2021. It was used extensively as a quick and easy way for staff to stay connected and to share information and was an essential resource for key messages on COVID-19.

Workvivo is available to all staff members via their personal account on laptop/PC and mobile phone through a dedicated app – a key benefit for people who want to stay connected while away from the Campus either working from home or due to their shift pattern. Use of Oberstown Workvivo is voluntary, and more than 80% of staff members have an active profile.

As well as staff using the platform to update their colleagues about activities, initiatives and resources across the Campus, 2021 saw Workvivo develop into a central information source for Campus functions. This intranet capability is managed through ‘Spaces’ on the platform, run by specialist groups and content experts in areas such as Finance, GDPR, IT Matters and the Oberstown Working Well Framework. A prime example was the launch in June 2021 of a new space for Young People’s Programmes, providing details of all the programmes available on Campus to support young people to move away from offending behaviour and develop life skills.

Video items featured on Workvivo 2021 included the Director issuing his end-of-year message, the Chief People Officer launching the Employee Recognition Awards, and public health messages from the HSE.



## STAKEHOLDER AND PUBLIC COMMUNICATIONS

### Stakeholder engagement

Oberstown continued to develop and strengthen engagement and partnerships with external stakeholders across the youth justice system and in civil society. Notable initiatives included:

**Children, Communication and the Court** – in the first initiative of its type, a Zoom event was co-hosted by Oberstown and the Judicial Council in March 2021. The two-hour, invitation-only event for members of the Judiciary was chaired by Judge John O’Connor of the Circuit Court. It was arranged by Board member Emer Woodfull B.L. and was very well attended. The Director, Advocacy Officer and Chairperson presented the work done at Oberstown and young people’s views, with Prof. Dr. Ton Liefwaard of the University of Leiden adding an international perspective. The presentations were followed by an *in camera* discussion of the issues raised. Feedback on the event was very positive.

**EPIC’s #CareDay21 Justice Webinar** – the Interim Director presented via video at this event in February 2021.

**National Youth Justice Conference 2021 – Children’s rights in justice: UNCRC and beyond** – Oberstown featured in an online workshop in June 2021 at this international event, hosted by Strathclyde University, the Scottish Government and the National Youth Justice Advisory Group. The Chairperson moderated the session, which focused on bail and remand, with presentations from the Director and Advocacy Officer, along with Nina Vaswani of the Children and Young People’s Centre for Justice (CYCJ) at Strathclyde University.

**The Children Act at 20: Reflections on Progress and the Future**, a UCC School of Law symposium held in July and convened by the Oberstown Chairperson. This major event featured key influencers in both the development and the implementation of the Children Act 2001 and focused on the process of legislating and practical experiences of putting the legislation to work in the Irish youth justice system. Contributors included former Oberstown Director

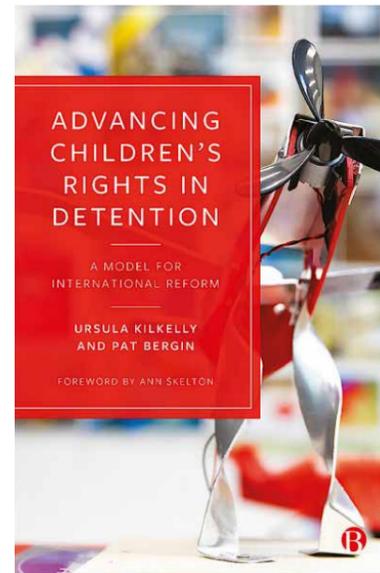


### Oberstown website

www.oberstown.com was updated regularly during 2021 with news, publications and statistics, including:

- Monthly updates included statistics on Campus occupancy and behaviour management performance, and Board of Management bulletins.
- Blogs and news items published during 2021 offered overviews and insights into developing young people’s skills, Oberstown’s Working Well programme and renewed accreditation to the Ibec KeepWell Mark, along with details of the annual HIQA inspection.
- Publications and documents published during 2021 included the 2020 Annual Report and 2020 Financial Statements, and an updated Board of Management Governance Handbook.
- Recruitment campaigns were promoted through the website and were among the most popular items. (see page 42)
- COVID-19 information including updates on Campus visiting arrangements.

**Oberstown's journey:** *Advancing Children's Rights in Detention, A Model for International Reform*, a book co-authored by Oberstown Chairperson Professor Ursula Kilkelly and former Director, Pat Bergin, documents Oberstown's role in Ireland's reform of youth detention.



Pat Bergin, who was a panellist in a discussion on detention alongside Emily Logan, GSOC Commissioner and former Ombudsman for Children, and Fiona Ni Chinnéide, IPRT Executive Director.

**Oberstown Stakeholder Engagement Session, July 2021** – Oberstown hosted a Zoom session for an invited group of stakeholders. The 90-minute session was moderated by Cathal Mac Coille, former RTÉ radio broadcaster, and featured a formal presentation by the Chairperson and Director outlining key developments at the Campus over the past year, and highlighting core themes and initiatives for the future. The presentation included audio clips of one young person's views on and experience of the Campus Council and their participation in the selection process for the new Director.

More than 40 people attended the event, including representatives from the following external stakeholder organisations: ACTS; An Garda Síochána; Brunel Law School, London; Childhood Development Initiative (CDI); Children's Rights Alliance; DCEDIY; Dublin and Dún Laoghaire Education and Training Board; EPIC; GSOC; Health Information and Quality Authority (HIQA); Irish Penal Reform Trust (IPRT); Irish Prison Service (Wheatfield Prison); the Judiciary; Le Chéile; Oberstown Board; Ombudsman for Children's Office (OCO); Solas Project; South Dublin County Council; The Jesuit Centre for Faith and Justice; Young Persons' Probation Service Dublin Northside; Youth Advocate Programmes Ireland (YAP).

**World Congress on Justice with Children** – in November 2021, the Director spoke via Zoom on a panel at the European workshop at this international event. He gave an overview of Oberstown's approach and developments in youth justice and children's rights in detention in Ireland. The Chairperson was a keynote speaker at a European plenary session on the same day and gave an address on 'Learnings from the COVID-19 pandemic and the digitisation of justice for children'.

**Real Advocacy for Young People** – in November 2021, the Chairperson, Director, Advocacy Officer and Séamus Clarke S.C. presented at a virtual training event for barristers, chaired by Judge John O'Connor. It was co-hosted with

The Bar of Ireland. The event focused on how to provide the most effective legal representation for young people with complex needs. The Oberstown speakers gave an insight into young people's perspectives on their experiences of court attendances, and the impact of such attendances on the rhythm of Campus life. This was the first collaboration between Oberstown and The Bar of Ireland, an initiative made possible by Board member Emer Woodfull B.L. The event was very well received.

#### Public and media engagement

Proactive media engagement for Oberstown was limited in 2021 due to COVID-19 restrictions. In July, the launch of Oberstown's Annual Report for 2020 was covered across national print, radio and online media including *The Irish Times*, *Irish Examiner*, TodayFM and FM104. The accompanying press release featured comments from Roderic O'Gorman, Minister for Children, Equality, Diversity, Inclusion and Youth along with the Oberstown Director and Chairperson. Media coverage highlighted the changing profile of young people in Oberstown and the challenges associated with caring for those on longer sentences for the most serious offences.

In November, Bristol University Press held a virtual event to launch *Advancing Children's Rights in Detention*, a book co-authored by Oberstown Chairperson Professor Ursula Kilkelly and former Director, Pat Bergin. The book offers an in-depth picture of Oberstown's role in the development of a child-centred and rights-based approach to youth justice in Ireland, analysing the lessons learned and how these can shape future developments. The event garnered significant social media attention.

Oberstown's participation in Gaisce – The President's Award's special 'Bulbs for Bees' challenge was featured in the *Fingal Independent* in November in an article that highlighted the achievements of young people as they work towards their Gaisce awards.

Oberstown's external press agency provided a media office service throughout the year, responding to enquiries ranging from conditions on Campus during COVID-19 to the characteristics of young people in detention.



**Ministerial visit:** Roderic O'Gorman, Minister for Children, Equality, Disability, Integration & Youth, visited the Campus in December 2021. He was given a tour of the Campus by the Director, Chairperson and members of the Senior Management Team, meeting young people, staff and the School Principal. Joe O'Brien, Minister of State for Community Development and Charities and TD for Dublin Fingal also attended. The tour included a showcase of works created by young people as part of their Gaisce Awards projects. Following the tour, Minister O'Gorman attended the December meeting of the Oberstown Board.

**Top:** Professor Ursula Kilkelly, Oberstown Chairperson, Damien Hernon, Oberstown Director, Minister Roderic O'Gorman, Minister Joe O'Brien.

**Above:** Damien Hernon congratulates young people and staff on their work (also pictured Ursula Kilkelly and Minister O'Gorman).

Oberstown has a policy of not commenting on individual cases but takes the opportunity of media enquiries to clarify issues and raise awareness of the work done on Campus. The Oberstown website includes a Media Toolkit section and provides statistics on Campus performance. Press enquiries contribute to ongoing assessments of the information published on [www.oberstown.com](http://www.oberstown.com).

### Social media

Oberstown continued to develop its use of Twitter (@Oberstown1) and LinkedIn to engage with external stakeholders, providing updates on developments on Campus and supporting recruitment campaigns.

### Engaging with the local community

Oberstown continues to build relationships with its neighbouring community. The Catering team continued to provide meals for Meals on Wheels locally in 2021. COVID-19 restrictions meant that Oberstown's annual Seniors' Christmas Lunch at the Man O' War GAA club could not take place. However, young people made Christmas care packs for the local seniors, which were very well received.



**Bulbs on Campus** – Oberstown took part in Gaisce's Bulbs for Bees challenge, with a planting ceremony onsite in October 2021. Pictured (left to right): Damien Hernon, Oberstown Director; John Smith, Oberstown Activities Coordinator; Anthony Freeman O'Brien, Robert Emmet CDP Inner City Beekeeping Project; Yvonne McKenna, CEO, Gaisce - The President's Award.

# APPENDICES

## APPENDIX 1

Review of the Implementation of the Oberstown Children Detention Campus Strategic Plan

## APPENDIX 2

Board of Management Meeting attendance  
January – December 2021

Board of Management Update Meeting  
attendance January – December 2021

Governance Committee attendance  
January – December 2021

Audit and Risk Committee attendance  
January – December 2021

Strategy Committee attendance  
January – December 2021

Transition & Succession Committee  
attendance January – December 2021

Young People Committee attendance  
January – December 2021

People & Culture Committee attendance  
January – December 2021

Board of Management and  
Committee meetings attendance  
January – December 2021

## APPENDIX 3

Board Fees Paid in respect of  
January – December 2021

Board members exempt from payment  
under OPOS (one person one salary)

# APPENDIX 1

## Review of the Implementation of the Oberstown Children Detention Campus Strategic Plan

### Strategic Objective 1

Provide the best possible care for young people

Ref.	Goals	Progress for 2021
1 (a)	<b>Review and revise all relevant policies that support the CEHOP® framework.</b> <b>Promote staff awareness of these policies and improve management responsibility for their implementation.</b>	Children's Rights Policy Framework – the procedures to support the 12 Rules were finalised. Training to support the implementation of the Rules was delivered in May and June 2021. The Campus adopted the Rules on 1 September 2021 and published a guide to the Rules following consultation with young people. HIQA's 2021 inspection assessed Oberstown in line with the Children's Rights Policy Framework.
1 (b)	<b>Appoint a Young Person's Programme Manager to develop and lead out on specific evidence-based programmes to address offending behaviour.</b>	The Young People's Programme Team was expanded with the creation of two new roles: Lead Young People's Programme Coordinator and Young People's Programme Facilitator under the direction of the Head of Programmes. Both roles were filled by internal candidates.
1 (c)	<b>Review behaviour management policies and procedures in consultation with staff and taking into account the views of young people.</b>	The Behaviour Management Steering Group met regularly throughout 2021 to review behaviour management with an emphasis on positive behaviour. Key areas considered: Ratings, Procedures and Behaviour Contracts. Review of ratings ongoing.
1 (d)	<b>Ensure that restrictive practices are implemented in line with approved policies and procedures.</b>	Operational reporting from the Units was reviewed by the Restrictive Practices Oversight Committee which produced monthly reports for review by the Board and the Senior Management Team.
1 (e)	<b>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.</b>	The Oberstown Education Group – Board members, Campus staff and education representatives – continued to promote a coherent approach to education across the Campus and improved communication with the DDLETB. The 2021 Oberstown Summer School included morning education classes coordinated by the School Principal.

Ref.	Goals	Progress for 2021
1 (f)	<b>Work with external agencies to ensure that the complex needs of young people in Oberstown are met.</b>	The Director and Senior Management Team conducted a Stakeholder Mapping exercise to review communications and working arrangements with external agencies. The Board Governance Committee provided oversight of appropriate protocols for MOUs and SLAs with all external agencies. A register of SLAs and MOUs was established with regular review scheduled.
1 (g)	<b>Adopt a Campus strategy to promote the participation of young people in decision-making.</b>	Young people contributed to the selection process for the appointment of the new Director and Deputy Directors, under a process facilitated by the Chief People Officer, Advocacy Officer and the Board Young People and Transition & Succession Committees. The Director held monthly and ad hoc review meetings of issues raised by the young people; the Advocacy Officer ensured individual feedback to young people and staff. The Advocacy Officer reported monthly to the Board and to the Director and to the Deputy Director responsible for Residential Unit issues. The Board Young People Committee met with young people following each of its meetings.

**By 2021, 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)	<b>Work with our stakeholders to agree a Campus facilities management plan that provides effective management and support for the physical estate.</b>	Oberstown continued to monitor the performance of the total facilities management contract to ensure compliance with service level agreements. The Director provided monthly reports to the Board; additional oversight was provided by the Audit and Risk Committee.
1 (i)	<b>Develop a plan for the future of the physical Campus, identifying priority physical works.</b>	Two capital projects were completed in Q2 2021 in preparation for the move from Units 1 and 2 to the detention side of the campus, which was completed in Q3 2021. Young people and staff were moved from the old Units into enhanced facilities.

**By 2021, 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)	<b>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.</b>	Oberstown employed the mechanisms of the Children Act 2001 to support the reintegration of young people back into families and communities, especially throughout COVID-19. The use of these mechanisms was progressed by the Head of Programmes throughout 2021.  Work continued in line with the Youth Justice Strategy 2021-2027 commitment to further enquiry into the potential for after care for young people leaving Oberstown.
1 (k)	<b>Take steps to make publicly available information on the care provided to young people and factors associated with their care in conjunction with the DCEDIY.</b>	The Oberstown website was updated regularly with relevant information and data.

Ref.	Goals	Progress for 2021
1 (l)	Take steps to ensure that the range of supports that young people need are provided through better placement planning, effective working with key workers and ensuring that young people have a say in these processes in line with the Oberstown Strategy on the Participation of Young People in Decision-Making.	The Head of Programmes led a formal review of the PPM process and presented findings along with an updated approach to the Board and Senior Management Team. The PPM process was adjusted accordingly. Regular consultation with young people and parents continued.
1 (m)	Deliver on the Oberstown agreed measures and metrics to support the full implementation of CEHOP®.	The Campus commissioned research via the Irish Research Council employer graduate programme to research the outcomes and experiences of young people in Oberstown using the Case Management System Data and the views of young people and this work continued throughout 2021.

**By 2021, 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.	The Case Management System continued to be developed during 2021, focusing on data as an enabler and reporting.
1 (o)	Ensure that accurate data is readily available to decision-makers and taken into account in both operational and strategic decision-making.	Improvements were made in the sharing of information in a number of areas including health and safety, sick leave, staff attendance, incident reporting, restrictive practices, campus capacity and bed management.
1 (p)	Take steps to make publicly available information on the care provided to young people and factors associated with their care.	Information continued to be published on the Oberstown website. The Board Governance Committee discussed ways of developing data- and evidence-driven approaches to decision making and improving systems for recording and reporting.

## Strategic Objective 2

### Develop our people and our organisation

**By 2021, 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 new Learning and Development Specialist joined in Q4 2021 and is working with the Chief People Officer to develop the Oberstown staff skills matrix.
2 (b)	Develop and implement a staff training and development plan consistent with identified needs from our performance management process.	Work was undertaken to develop Oberstown's capacity as a learning and development organisation throughout 2021. Key steps included team review days in order to fully understand the learning and development needs of a transitioning organisation.
2 (c)	Develop a set of career pathways where applicable and appropriate for staff.	The CPO worked in partnership with the Senior Management Team, Line Managers and Forsa to map out appropriate career paths for each grade across the Campus. Work ongoing.

Ref.	Goals	Progress for 2021
2 (d)	Develop and implement a continuing professional development (CPD) model for all grades within Oberstown.	Work continued on the implementation of a comprehensive CPD framework across all staff grades.

**By 2021, we will: Implement our revised grading structure with appropriate promotional opportunities for staff.**

2 (e)	Engage with our staff and trade unions to ensure that our existing grading structure and proposed additional grading opportunities are negotiated and implemented.	A Framework of Engagement & Consultation was adopted by Oberstown and Forsa. The framework sets out the guiding principles between both parties, providing clear procedures to allow discussion, negotiation and dispute resolution to take place in a stable IR environment.
2 (f)	Review our practices to ensure that fairness and transparency applies in all promotional situations.	Ongoing monitoring continued throughout 2021.

**By 2021, we will: Put in place a programme of supports and enablers to ensure the smooth implementation of registration for our Residential Social Care staff.**

2 (g)	Ensure that we have identified the necessary competencies and modules necessary for residential social care staff to meet the impending standards and put in place the necessary training programmes.	A number of training modules commenced in line with COVID-19 restrictions/safety in pods.
2 (h)	Assess the gaps between our existing staff groups' knowledge and practice and standards.	Work was ongoing to establish training needs.
2 (i)	Recruit all future new care staff to the necessary standards for certification and registration.	All 2021 recruitment for residential social care workers (RSCWs) included the requirement for a minimum level of relevant experience and relevant experience.

**By 2021, 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.	Due to COVID-19 the PMDS training did not take place in 2021. Work continued to identify key departments that require a review of roles and responsibilities and support the development of a detailed workforce profile.
2 (k)	Roll out PMDS for other staff groups.	Due to COVID-19 the PMDS training did not take place. Ongoing development and preparations included Senior Management meetings with external provider.
2 (l)	Invest in our management groups with a view to developing and enhancing their capability to support better decision-making in all areas.	A Coaching Policy was developed for incorporation into the new Employee Handbook. A review of a suitable supervision/coaching model was undertaken with an external provider.

## Strategic Objective 3

Implement the policies, procedures and standards consistent with the best model of detention for young people

**By 2021, we will: Have adopted a revised policy and procedure framework, ensuring unambiguous guidelines and procedures are in place in all areas.**

Ref.	Goals	Progress for 2021
3 (a)	Ensure that all revised Campus policies are evidence-based, communicated effectively to staff and young people, and their implementation is supported by unit and senior managers.	All HR policies are being reviewed by the CPO and the People and Culture Committee. There is a planned schedule of work and policies will be approved by the Board prior to implementation on Campus.
3 (b)	Implement a system of regular policy review, taking into account the views of young people and staff.	A new policy platform was established in consultation with staff, young people and stakeholders. Procedures to support the Children's Rights Policy Framework and its 12 Rules were finalised. Training to support the implementation of the Rules was delivered between April and June 2021.
3 (c)	Take steps to promote and test consistent adherence to recording decision-making.	A process to audit implementation of the Children's Rights Policy Framework was finalised in preparation for its introduction in September 2021.
3 (d)	Ensure information is available to the Board of Management to enable scrutiny of Campus policy implementation.	In Q3 of 2021 implementation of the Children's Rights Framework formed part of the Director's monthly report to the Board. Board engagement with members of the SMT continued throughout 2021.

**By 2021, 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.	Complete. Subject to external review during ISO audits.
3 (f)	Put in place a project team to drive the ISO accreditation processes in these areas.	Complete. Subject to external review during ISO audits.

**By 2021, 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.	Student placements continued in 2021, including a social work student from Trinity College Dublin supervised by the DLP. Maynooth University has agreed to supply students on placement.
3 (h)	Actively promote a system of continuing professional development for staff.	CPD was progressed in line with the other training/professional development items above. Work ongoing.

## Strategic Objective 4

Enhance communications aligned to our values and mission

**By 2021, 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.**

Ref.	Goals	Progress for 2021
4 (a)	Adopt a Communications and Engagement Strategy to ensure stakeholders are regularly informed of Campus developments and initiatives.	A high level work plan for external communications was approved by the Board.
4 (b)	Continue to engage with the public to raise awareness about and build confidence in Oberstown.	Communications channels including the Oberstown website, social media and participation in third-party webinars. A stakeholder engagement meeting took place in July 2021.
4 (c)	Enhance staff understanding of their roles and their contribution to developing pro-social model of engagement with young people.	Staff roles and engagement with young people were discussed during consultation on the development of the Oberstown Strategy, and in the context of introduction of the Children's Rights Policy Framework. The Oberstown Workvivo internal communications platform was used throughout the year to highlight staff work and successful approaches to working with young people.

**By 2021, we will: Support strong engagement with our neighbouring community.**

4 (d)	Engage with our neighbours to better understand their needs.	COVID-19 restrictions limited formal direct engagement with neighbours in 2021. Local community representatives on the Board worked with the Director to continue dialogue.
4 (e)	Develop an enhanced community engagement programme to ensure these needs are met in a mutually beneficial way.	COVID-19 again meant there was no Oberstown Christmas Lunch for the local senior citizens' groups. However, the Campus Council organised Christmas gifts and work continued on community projects under the Gaisce Awards.

**By 2021, 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.	Work continued on enhancing staff understanding of the practical application of Oberstown's values. Examples included team days, basing the Oberstown Recognition Awards on the values, and discussion of the values during consultations on the Oberstown Strategy.
4 (g)	Seek to enhance the reputation of the Campus through a series of culture initiatives and the creation of a common language.	The Oberstown Workvivo internal communications platform was used throughout the year to highlight culture initiatives, staff achievements and resources available to staff. A stakeholder event was held in July 2021, via Zoom.
4 (h)	Develop and implement a staff engagement programme to focus on cultural change.	Scheduled updates from the Director and Senior Management Team kept staff informed. Internal communication took place across a range of channels: Workvivo; the Oberstown SendMode text message platform; and communications from the CPO and Line Managers via team meetings and team correspondence.

## Strategic Objective 5

Deliver robust governance at all levels and drive effective accountability

### By 2021, we will: Establish a clear understanding of the Oberstown governance structure.

Ref.	Goals	Progress for 2021
5 (a)	Make available a clear concise map of the organisational structure with areas of responsibility.	This is in place and is kept under review.
5 (b)	Implement the legislation and policies as set down by the Minister for Children, Equality, Disability, Integration and Youth (formerly the Minister for Children and Youth Affairs).	The implementation of national law and policy continued to be a priority of Campus management. Oberstown (via the Chairperson and the Director) is represented on the Department of Justice Governance and Strategy Group (GSG) which guides the implementation of the Youth Justice Strategy 2021-2027.
5 (c)	Develop and implement a Campus Code of Conduct.	This is in place and is kept under review.
5 (d)	Ensure that good practice in governance is applied in all areas of our operations.	The Governance Committee reviewed the Governance Handbook and monitored the Governance Work plan for 2021, ensuring that the Board continues to advance implementation of the Code of Practice. The Board induction process was updated in April 2021. An independent Board Evaluation was commissioned by the Governance Committee and carried out by Board Excellence. A final report was presented to the Board in December 2021 and was considered as part of the strategic planning process.

### By 2021, 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.	The Oberstown Case Management System (CMS) is fully operational and an ongoing programme of improvements was introduced throughout 2021 using an agile development methodology.
5 (f)	Ensure the Board is supported to provide effective oversight by the provision of timely information.	Improvements in communication and information flow continued in line with the Governance Handbook, the Oversight Agreement and the Performance Delivery Agreement. Implementation was kept under review by the Governance Committee.
5 (g)	Engage with a variety of audiences nationally and internationally to share the experiences and expertise in the practices of youth detention.	Oberstown co-hosted a webinar for the Judicial Council on effective communication with young people during the court process. The Director, Chairperson and Advocacy Officer also presented at a Bar of Ireland event and at the National Youth Justice Conference (Scotland). The Director gave an overview of the Oberstown approach at a special session of the World Congress on Justice With Children, an international virtual event.
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 represents Oberstown on the Department of Justice Governance and Strategy Group (GSG) which guides the implementation of the Youth Justice Strategy 2021-2027.

# APPENDIX 2

**Table 1**  
**Board of Management Meeting attendance**  
January – December 2021

Name	Jan 21	Feb 18	Mar 25	Apr 23	May 26	Jun 25	Jul 21	Sep 13	Oct 21	Nov 18	Dec 13	Total Attended
Ursula Kilkelly	•	•	•	•	•	•	•	•	•	•	•	11
Brian Arnold <sup>1</sup>								•	◦	◦	•	4
Eamon Clavin	•	•	•	•	•	◦	◦	•	•	◦	◦	11
Bernadette Costello	•	•	•	•	•	•	•	◦	◦	◦	◦	11
Jennifer Gargan	•	•	•	•	•	•	•	◦	•	◦	◦	11
Elizabeth Howard	•	•	•	•	•	•	◦	•		◦	•	10
Noreen Leahy <sup>2</sup>	•	•	•									3
Donal McCormack <sup>3</sup>					•	◦	•	◦		◦		5
John McDaid	•	•	•	•	•	◦	•	◦	◦	◦	◦	11
Laoise Manners <sup>4</sup>			•	•	•			◦	◦	◦		6
Craig Mulligan <sup>5</sup>	•	•	•	•	•			•	◦	◦	◦	9
Don O'Leary <sup>6</sup>			•					◦				2
Denis O'Sullivan <sup>7</sup>					•	•	•	◦	◦	•	•	7
Pat Rooney <sup>8</sup>	•	•	•	•	•	•						6
Emer Woodfull	•	•	•	•	•	◦	•	◦	•	◦	◦	11

#### Notes

- Brian Arnold's term commenced 21 July 2021 (completed induction in August).
- Noreen Leahy stepped down 19 March 2021.
- Donal McCormack's term commenced 22 March 2021 (completed induction May 2021).
- Laoise Manners' term ended 30 June 2021, reappointed 21 July 2021.
- Craig Mulligan's term ended 30 June 2021, reappointed 21 July 2021.
- Don O'Leary stepped down 13 September 2021.
- Denis O'Sullivan's term commenced 1 April 2021 (completed induction May 2021).
- Pat Rooney stepped down 28 June 2021.

#### Legend:

-  In person      • Attended  
 Video conference      ◦ Attended online

**Table 2**  
**Board of Management Update Meeting attendance**  
January – December 2021

Name	March 8	March 15	Dec 3
	☐	☐	☐
Ursula Kilkelly	•	•	•
Brian Arnold <sup>1</sup>			•
Eamon Clavin	•	•	•
Bernadette Costello	•	•	•
Jennifer Gargan	•	•	•
Elizabeth Howard	•	•	•
Noreen Leahy <sup>2</sup>	•	•	
Donal McCormack <sup>3</sup>			•
John McDaid	•	•	•
Laoise Manners	•	•	•
Craig Mulligan	•	•	•
Don O'Leary			
Denis O'Sullivan <sup>4</sup>			•
Pat Rooney	•	•	
Emer Woodfull	•	•	•

- Notes**
- Brian Arnold's term commenced 21 July 2021 (completed induction in August).
  - Noreen Leahy stepped down on 19 March 2021.
  - Donal McCormack's term commenced 22 March 2021.
  - Denis O'Sullivan's term commenced 1 April 2021.

**Table 3**  
**Governance Committee attendance**  
January – December 2021

Name	Feb 9	Apr 13	Jun 6	Oct 5	Dec 7
	☐	☐	☐	☐	☐
Ursula Kilkelly (Chair)	•	•	•	•	•
Eamon Clavin	•	•	•	•	•
Jennifer Gargan	•	•	•	•	•

**Table 4**  
**Audit and Risk Committee attendance**  
January – December 2021

Name	Jan 7	Mar 11	May 11	July 8	Oct 12	Nov 11	Nov 15
	☐	☐	☐	☐	☐	☐	☐
Bernadette Costello (Chair)	•	•	•	•	•	•	•
John McDaid	•	•	•	•	•	•	•
Ursula Kilkelly	•	•	•	•	•	•	•

**Table 5**  
**Strategy Committee attendance**  
January – December 2021

Name	Feb 1	Mar 1	Apr 12	May 10	Jun 15	July 14	Oct 28	Nov 17	Dec 8
	☐	☐	☐	☐	☐	☐	☐	☐	☐
John McDaid (Chair)	•	•	•	•	•	•	•	•	•
Eamon Clavin	•	•	•	•	•	•	•	•	•
Jennifer Gargan	•	•	•	•	•	•	•	•	•
Ursula Kilkelly <sup>1</sup>					•	•	•	•	•
Noreen Leahy <sup>2</sup>	•	•							
Laoise Manners <sup>3</sup>	•		•	•	•		•	•	
Don O'Leary <sup>4</sup>									
Denis O'Sullivan <sup>5</sup>					•	•	•	•	•

- Notes**
- Ursula Kilkelly's term commenced 26 May 2021.
  - Noreen Leahy's term ended 19 March 2021.
  - Laoise Manners' term ended 30 June 2021, reappointed 21 July 2021.
  - Don O'Leary stepped down from the Committee in February 2021.
  - Denis O'Sullivan's term commenced 26 May 2021.

**Table 6**  
**Transition & Succession Committee attendance**  
January – December 2021

Name	Jan 25	Jun 2
	☐	☐
Ursula Kilkelly (Chair)	•	•
Jennifer Gargan	•	•
Noreen Leahy <sup>1</sup>	•	
John McDaid	•	•

- Notes**
- Noreen Leahy's term ended on 19 March 2021.

**Table 7**  
**Young People Committee attendance**  
January – December 2021

Name	Feb 18	May 26	July 21	Oct 21
Jennifer Gargan (Chair)	•	•	•	•
Noreen Leahy <sup>1</sup>	•			
Ursula Kilkelly	•	•	•	•
Don O'Leary <sup>2</sup>				
Emer Woodfull <sup>3</sup>		•	•	•

**Notes**

1. Noreen Leahy stepped down from the committee in March 2021.
2. Don O'Leary stepped down from the committee in February 2021.
3. Emer Woodfull joined the committee in March 2021.

**Table 8**  
**People & Culture Committee attendance**  
January – December 2021

Name	Jan 13	May 17	Oct 26
Ursula Kilkelly (Chair)	•	•	•
Craig Mulligan	•	•	•
Emer Woodfull	•	•	•
Noreen Leahy <sup>1</sup>			

**Notes**

1. Noreen Leahy stepped down from the committee in February 2021.

**Table 9**  
**Board of Management and Committee meetings attendance**  
January – December 2021

Name	Board of Management Meetings attendance	Governance Committee Meetings attendance	Audit and Risk Committee Meetings attendance	Strategy Committee Meetings attendance	Young People's Committee Meetings attendance	Transition & Succession Meetings attendance	People & Culture Committee Meetings attendance
Ursula Kilkelly	14	5	7	5	4	2	3
Brian Arnold	5						
Eamon Clavin	14	5		9			
Bernadette Costello	14		7				
Jennifer Gargan	14	5		9	4	2	
Elizabeth Howard	13						
Noreen Leahy	5			2	1	1	
Donal McCormack	6						
John McDaid	14		7	9		2	
Laoise Manners	9			6			
Craig Mulligan	12						3
Don O'Leary	2						
Denis O'Sullivan	8			5			
Pat Rooney	8						
Emer Woodfull	14				3	2	3

# APPENDIX 3

**Table 1**  
**Board Fees Paid in respect of January – December 2021**

Name	Amount €
Brian Arnold	2,689.00
Bernadette Costello	5,985.00
Jennifer Gargan	5,985.00
Elizabeth Howard	5,985.00
Don O'Leary	0.00
Pat Rooney	2,886.00
Emer Woodfull	5,985.00

**Table 2**  
**Board members exempt from payment under OPOS\***

Ursula Kilkelly
Eamon Clavin
Linda Creamer
Noreen Leahy
Donal McCormack
John McDaid
Laoise Manners
Craig Mulligan
Denis O'Sullivan

**Notes**

- \* One person one salary

# FURTHER INFORMATION

THE OBERSTOWN WEBSITE,  
[WWW.OBERSTOWN.COM](http://WWW.OBERSTOWN.COM),  
PROVIDES EXTENSIVE  
INFORMATION ON THE  
CAMPUS AND ITS WORK WITH  
YOUNG PEOPLE, INCLUDING:

- Oberstown's mission, Board and management
- Campus statistics
- Publications and resources
- Information for visitors
- Careers information
- News and media resources

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[WWW.OBERSTOWN.COM](http://WWW.OBERSTOWN.COM)

