

NATIONAL CHILDREN DETENTION SERVICE DEVELOPMENT EVENTS

23RD APRIL to 15TH MAY 2008

Report



Service Development Report

National Children Detention Service

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Foreword

The Irish Youth Justice Service would like to thank the Boards of Management, Directors and all staff across the four children detention schools for their attendance and participation at the service development events. Our appreciation also to the Vocational Education Committees, Unions, and Probation Service colleagues. The success of these events is very much reflective of your collective participation and knowledge.

The Directors and their senior managers rescheduled rosters to ensure maximum attendance. The detention schools also provided facilitators and note-takers who helped us achieve lively table discussions, elicit good qualitative data, as well as ensuring a formal record of each event.

I also wish to thank my team, who are always enthusiastic and committed. They successfully organised these development days, and produced this report.

We welcome all ongoing contributions to the development of the new national detention school service. Please keep forwarding your comments, suggestions and ideas to us - you can contact the IYJS by mail, email, phone or fax [details below].

I am confident that together, we can implement the necessary change programme while building on existing good practice, resulting in a new national children detention service of which we can all be proud.

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October, 2008

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Executive Summary

- 1 The Irish Youth Justice Service (IYJS) held four service development days in April/May 2008. These days were used to consult with all staff / stakeholders and update them on the development of the new national children detention service. This new facility will cater for children under eighteen years of age who are sentenced or remanded by the criminal courts.
- 2 A cross-departmental Expert Group advised the Government that the new detention school service should be developed on the existing site in Oberstown, Co. Dublin. The Government accepted this recommendation, and announced its decision on 4th March 2008.
- 3 The Expert Group Report¹ [December, 2007] proposed a Project Board, and governance structure for developing the new national service. The structure included a variety of service development groups to examine the full range of services required. These groups will report through an IYJS co-ordination group to the Project Board.
- 4 The IYJS is currently planning the implementation of the Government's decision - the first stage of which requires the appointment of an architect led design team.
- 5 Staff contributions to these events informed the Request for Tender (RfT) for the architect led design team.
- 6 Some 211 participants, representative of all staff and disciplines across the four detention schools, attended the events, equating to almost two thirds of staff. This is the first time in the history of the detention schools that such events have occurred.
- 7 Consultation also took place with children and young people currently accommodated in the four detention schools and St. Patrick's Institution and with experts on best international standards and practices for detained children. Their input also informed the RfT for the design team. The IYJS is working with the Office of the Minister for Children and Youth Affairs on developing an ongoing consultation strategy with children
- 8 The Request for Tender for the architect led design team was placed on the e-tenders procurement website on 27th June, 2008 – closing date for submissions to the IYJS was 8th August, 2008. Refer to www.iyjs.ie to read the RfT service specification related to the architect led design team.

¹ The Expert Group report is available on the website www.iyjs.ie

Section 1

Context and Event Analysis

Section 1 – Context and Event Analysis

1.1 Background

- (i) In April 2006 a cross-departmental Expert Group was established by the Minister for Children and tasked to plan for the necessary redevelopment of children detention facilities and services. In December 2007, the Expert Group presented the final report to the Minister for Children recommending its preferred option i.e. *“all development of the new detention school service should take place on the Oberstown Campus, Lusk, Co. Dublin.”* On the 4th March 2008 these recommendations were brought to Cabinet and approved. The IYJS is planning this development.
- (ii) As part of the consultation process IYJS held four service development events on 23rd & 30th April 2008, 7th & 15th May 2008 respectively. Each was of half day duration and held at the City North Hotel in Gormanstown, Co. Meath. The purpose of these events was fourfold (i) to provide staff and other stakeholders from the detention schools with accurate information on the IYJS (ii) to provide staff and stakeholders with accurate information on the content/recommendations of the Expert Group Report [December, 2007] and the progress of these recommendations (iii) to work with attendees to elicit suggestions/ideas for the Request for Tender for the design team, (iv) to work with attendees to elicit suggestions/ideas on the development of the full range of services required for the new national children detention service in Lusk, Co. Dublin.

1.2 Event Format

- (i) Each event was introduced by the IYJS/Board of Management representative/ School Directors. This approach was important as it showed the partnership and collaborative approach by senior management within the detention schools and the IYJS. Staff were assigned to tables on the day - the IYJS had planned the membership of each table-group in advance, to ensure a variety of staff and disciplines had the opportunity to mix and share ideas.
- (ii) Formal presentations² were made by Mary Geaney, National Manager/ Detention School Services, and Freida Delaney, Assistant Principal, IYJS providing staff with information on the IYJS, the content/recommendations of the Expert Group Report [December, 2007] and the progress of these recommendations. Information was also provided on the governance/management structure and service development groups proposed in the Expert Group Report [2007].
- (iii) Each discussion group was allocated a facilitator and note-taker [refer to Appendix A] and a total of fifty-eight tables were facilitated over the four events. The facilitators were tasked with eliciting as diverse and eclectic views from participants as possible. Theoretical designs of the new campus, produced for the Expert Group, 2007, were provided at each table for reference / discussion purposes only. Copies of the National Youth Justice Strategy [2008], Expert Group Report [2007] were also provided. Eight possible service development groups were presented by the IYJS at the initial event. These were a refinement of the groups presented in the Expert Group Report³. Over the course of the four events, further refinements to the service development groups were introduced based on evaluation comments and feedback

² PowerPoint presentations may be viewed at www.iyjs.ie

³ Appendix E in Expert Group Report [2007]

from each previous event. The information elicited was subsequently used to inform the Request for Tender for the design team.

1.3 Tasks and Facilitation

Participants in each discussion group were tasked to:

- (i) Examine and discuss, in detail, two specific (pre-chosen) service development groups from the eight identified in the Expert Group Report [2007].
- (ii) Identify Terms of Reference for each development group.
- (iii) Review all eight groups briefly to identify any obvious gaps in services and make any relevant general suggestions.

The facilitator at each table summarised the key points and presented them orally to the full audience at the end of the event. The note keepers maintained a contemporaneous note of the proceedings at each individual discussion group. These discussions were highly interactive and dynamic.

1.4 Information for Participants

IYJS was in a position to state that from a capital perspective there is an indicative allocation of €144 million in the National Development Plan for the new detention school service. Phase 1 of the project will involve the building of new facilities to provide:

- (i) Sufficient additional capacity to accommodate 16/17 year old boys currently the responsibility of the Irish Prison Service.
- (ii) New accommodation which will replace Oberstown Boys School.
- (iii) Educational, ancillary, support and recreational services.

This larger capital project will progress in tandem with a number of other key capital works. These include improvements to the ventilation system in Finglas Child and Adolescent Centre, refurbishment work to improve services and security in Oberstown Boys School and the installation of integral sanitation in the bedrooms in Trinity House School.

These works and the new development, when completed, will improve facilities for staff, children, families, visitors and other key stakeholders. These projects build on the successful recommissioning of Cuan Beag facility in September 2007 and provide evidence of the Government's and IYJS's commitment to developing a modern detention school service.

Staff also sought information on Finglas Child and Adolescent Centre. The Expert Group Report [December, 2007] recommended that a working group be established to look at a possible future role for this facility. This group has been established and will report to the Minister for Children and Youth Affairs towards the end of 2008.

1.5 Participation Levels and Information Collated at Events

Some 211 staff participated over the four service development days which amounts to 64% of all staff employed in the detention schools. In addition, 21 other stakeholders participated. It is important to note this was the first time that staff from across the four detention schools had the opportunity to meet and work together. This was also the first time that staff, and all the disciplines across the four schools, were consulted in such a comprehensive manner.

Each proposed service development group was examined by between six and eight individual discussion groups. This resulted in over 400 pages of manuscript notes being produced, collated and subsequently analysed for this report. In total there were fifty-eight individual discussion groups over the four events with average participation of eight people per individual discussion group.

Appendix E outlines the participation rates for each of the individual schools.

1.6 Refining the Service Development Groups

As a result of the consultation process a number of modifications to the initial service development groups were suggested by the participants. These are listed below:

- (i) Cluster groups and/or develop links between overlapping service development groups.
- (ii) ‘Cultural awareness’, ‘Health & Safety’, ‘Policy & Procedures’, ‘Security/Technology/ICT’ considerations should inform the work of all groups – i.e. these are key overarching considerations/themes/principles.
- (iii) ‘Faith’, ‘Child Protection’, ‘Translation’, ‘Advocacy/Legal Services’ and possible ‘Video Links’ provision to be included more explicitly under ‘Services for Children’ [i.e. menu of services expanded].
- (iv) Combine “Programmes for Children Internal/External”. Specialist sub groups may be needed because of the broad range of issues involved.
- (v) Security is integral to all aspects of the development and should have its own group – key issues of security relate to buildings, the cordon sanitaire, staff, children, visitors etc.
- (vi) Meals, food and socialisation aspects related to preparing food / eating meals together was flagged for special consideration by many participants under the ‘support services’ group. It was suggested that such activity could be an integral part of the programme for children and accredited by FETAC.
- (vii) Group ‘Catering’ with ‘Domestic services’.
- (viii) Group ‘Landscaping’/‘Gardening services’ together.
- (ix) Staff Services Development Group remit to be further developed e.g. Health and Welfare, Education and Training and ICT provision to be included.

Appendix C outlines the final suggested development groups.

1.7 Interface between Development Groups

- (i) Natural linkages were suggested between certain service development groups by participants. These are: Child related service development groups (e.g. programmes for children, development of children).
- (ii) Staff related service development groups (e.g. administration, staff services).
- (iii) Overlapping service development groups, for example ‘security’ covers staff *and* children *and* visitors etc.

The role of the Co-ordination group is important to ensure there is no overlap or duplication of effort. **Appendix D displays these links diagrammatically**

1.8 Additional and Ongoing Service Development Groups/Partnerships

Whilst the suggested development groups will form a vital role in the development of the integrated service the work of a number of groups is also provided for under the Expert Group Report[2007]. The ‘policy and operations’ group examines issues such as drugs policy for the schools, behavioural management etc. The ‘workforce planning’ group will address issues around integrating all HR policies, induction training, staff levels, rosters etc.

The IYJS will continue to work on a partnership basis – other service development groups will be considered (if necessary) and links and consultation with all stakeholders will continue to be developed.

1.9 Designing the Campus

Participants made the following points:

- 1 The physical design must support the work of all staff and disciplines within the detention facilities.
- 2 The physical design must create a safe and secure environment for children and staff.
- 3 The physical design must accommodate the delivery of a broad range of services to meet the needs of remanded and sentenced children.
- 4 On-going consultation and information sessions are essential.

1.10 Suggestions for Consideration by the IYJS

Some issues are currently under examination by IYJS as an immediate consequence of the service development events. These include:

- (i) Invite relevant outside agencies to visit the schools to present on their services, examining how their services can support reintegration of children, and establish / build relationships with staff.
- (ii) Develop a common database in the schools for such agencies and contacts to support reintegration.
- (iii) Consider the issue of staff access to computers (intranet/internet).
- (iv) Consider outside dedicated “space” to be developed for staff to provide them with a “time out” area.
- (v) Consider a dedicated, shared resource on campus, e.g. a portacabin for shared library / training as an interim measure.
- (vi) Consider cordless phones so boys have privacy when making phone calls (of particular relevance to Oberstown Boys School).
- (vii) Training of staff - consider access to accredited and recognised courses e.g. IPA management courses.
- (viii) Food - look into possibility of steamers for each unit to keep food in good condition.

Section 2

Service Development Groups and Terms of Reference

Section 2 – Service Development Groups and Terms of Reference

2.1 Services/Service Development Group Worksheets (I-VIII)

- (i) The IYJS, in partnership with the management and staff of the children detention schools, will establish a number of service development groups to plan and progress the development of services within the new centre.
- (ii) Discussions during the four service development days resulted in refined proposals to services needed and the eight service development groups originally proposed in the Expert Group Report [2007].
- (iii) The key suggestions have been summarised and condensed, and are presented in the form of eight multi-page worksheets. These worksheets (I-VIII) cross reference with the final eight service development groups, are represented diagrammatically overleaf and incorporate associated Terms of Reference.

2.2 Proposed Terms of Reference

As outlined in Section 1, each individual discussion group was asked to examine and propose broad terms of reference for the proposed Service Development Groups. Discussions were lengthy and the IYJS has identified core principles which will underpin the work of each development group. These principles are listed below. The principles, purpose, membership, frequency of meetings, reporting arrangements and output proposed for each proposed group are based on the collated notes from each event.

2.3 Terms of Reference - Principles (Apply to all groups - refer to Worksheets I-VIII)

Children detention schools will:

- (i) Provide a safe and secure environment for children remanded or committed by the criminal courts.
- (ii) Provide appropriate educational, training and other programmes and facilities for remanded or committed children.
- (iii) Provide a range of services which will promote and support their reintegration into society.
- (iv) Ensure all programmes and interventions will have due regard to the individual needs of children under the age of 18 years, based on age, gender, ethnicity, religious backgrounds, family circumstances, offending behaviour, risk levels etc.
- (v) Be informed by best international practice in services for children in detention.
- (vi) Apply a holistic approach to ensure the child's best interests, the interests of the victim of the offence and the protection of society are integral to all services provided within and across the facilities.
- (vii) Provide Staff with safe, secure modern facilities.
- (viii) Support Management and Staff with appropriate training and educational programmes and procedures.
- (ix) Ensure support service needs are adequately addressed.

2.4 List of Revised Service Development Groups

I Staff Services: Medical, Health & Welfare, Education and Training, ICT.

II Services for Children: Child Protection, Psychological, Medical, Dental & Optical, Faith/Cultural Awareness, Translation & Interpretation Services, Video Links, Legal & Advocacy.

III Administration: ICT & Human Resources.

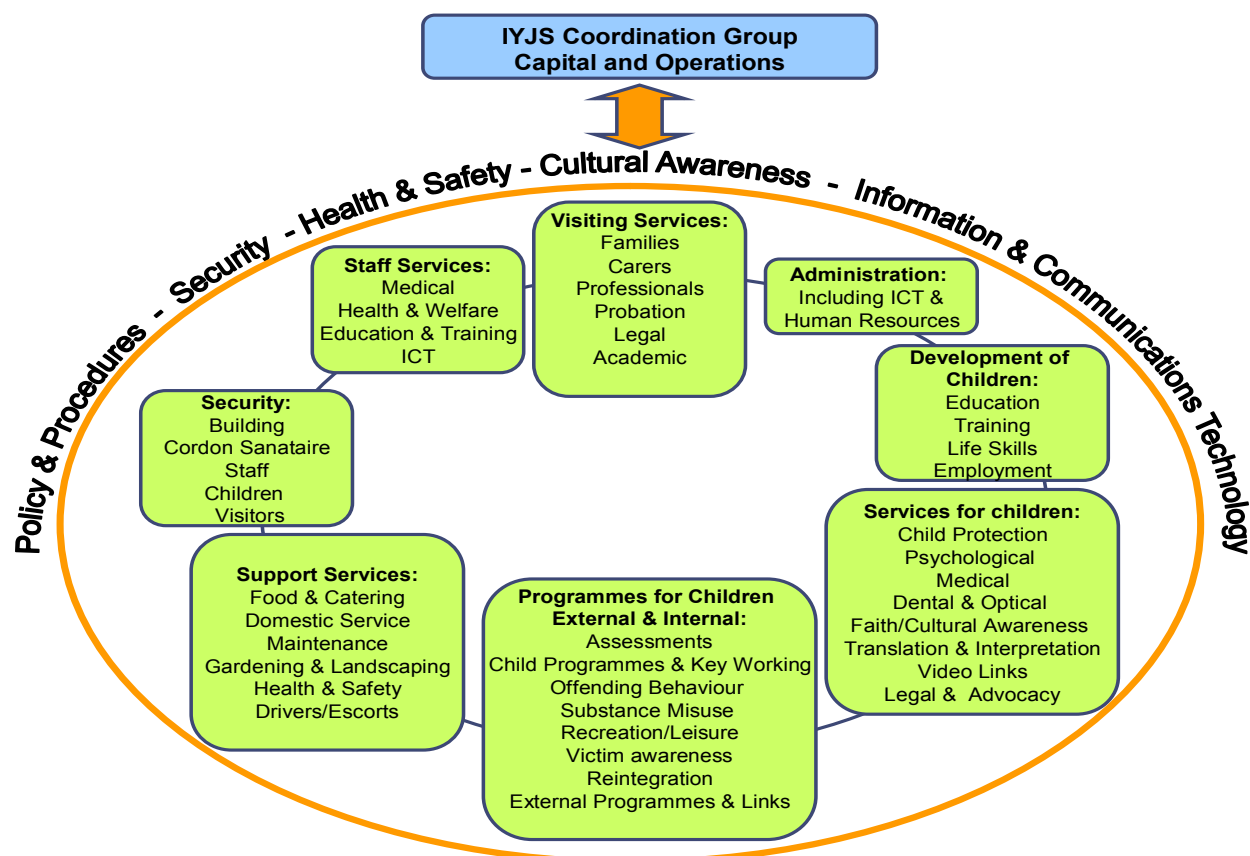
IV Development of Children: Education, Training, Life Skills, Employment Preparation.

V Support Services: Food & Catering, Domestic Service, Maintenance, Gardening & Landscaping, Health & Safety, Drivers /Escorts.

VI Visiting Services: Families, Carers, Professionals, Probation, Legal, Academic.

VII Programmes For Children : External & Internal Assessments, Child Programmes & Key Working, Offending Behaviour, Substance Misuse, Recreation/Leisure, Victim Awareness, Reintegration, Links With Other External Programmes.

VIII Security: Building, Cordon Sanataire, Staff, Children, Visitors.



Worksheets I-VIII
Terms of Reference/
Service Development Groups

Worksheet I (a)

Staff Services: Medical, Health & Welfare, Education and Training, ICT.

Terms of Reference: Service Development Group I

Principles

See section 2.3 (i) - (vi)

Purpose

The Service Development Group on **Staff Services** will:

Identify the full range of services and physical space required to meet the practical, professional, education, training and support needs of all staff working on the campus. These may include (but are not exclusive to) services for staff such as office, education and training, personal storage, dining, occupational medical services, health and welfare and modern ICT and general technology.

Membership

Suggested membership to be drawn from (but not necessarily exclusive to):

Security Personnel, Architects, Care Staff/Night Staff/General Operatives/Domestic, Gym Instructor, Academic Person, Management, Teachers, Engineers, Design Team.

Max 8 People

Frequency of meetings

It is expected that the Group will meet monthly until all issues have been agreed, finalised and reported. Sub groups may also be formed to deal with specific issues which will have an agreed finite period of existence.

Reporting

The Chair of the Group will be appointed by IYJS. The Service Development Group will report monthly to the Coordination Group.

Output

All members of the Group will work collaboratively and the Chair will deliver concise reports in an agreed template to the Co-ordination group. The frequency and scope of such reports will be agreed with the Co-ordination Group.

Worksheet I (b)

Staff Services: Medical, Health & Welfare, Education and Training, ICT

| Service Related issues | Physical Design Considerations |
|---|--|
| <ul style="list-style-type: none"> ➤ Standardise induction programmes for all staff to include multidisciplinary awareness and overview of each school/units etc. ➤ Accredited training & development facilities for Staff – Education open to all (e.g. for domestics to progress to childcare). ➤ Standard vaccinations if requested by staff. ➤ Staff counsellor to be available. ➤ Access to Gym and Instructor by staff. ➤ A health service available for staff in cases of emergency or urgency with 24 hour provision to cover night shifts. ➤ Employee Assistance Officer/Service. ➤ Include Staff Rooms and Facilities, Unit Administration Facilities, Staff Access to Sports Facilities and Staff Health and Welfare Service, ICT for issues to be discussed by the group. | <ul style="list-style-type: none"> ➤ Stand alone 2/3 storey admin block. ➤ Several staff rooms chill out room/research. ➤ Library +IT facilities open to all. ➤ Use of training rooms, gym, recreational areas by Staff. ➤ General recreation area. ➤ Lockers and showers. ➤ Medical service/dental service. ➤ Car parking – secure. ➤ Lockers on each unit. ➤ Separate Male / Female toilets. |

Points for Consideration: 1. Clothing allowance requested. 2. Crèche for staff

Worksheet II (a)

Services for Children: Child Protection, Psychological, Medical, Dental & Optical, Faith/Cultural Awareness, Translation & Interpretation Services, Video Links, Legal & Advocacy

Terms of Reference: Service Development Group II

Principles

See section 2.3 (i) - (vi)

Purpose

The Service Development Group on **Services for Children** will:

Advise on the full range of services and physical space required for children to meet their physical, psychological and emotional, safety and health and welfare needs. These may include (but are not exclusive to) services such as:

Medical, dental, optical, psychological and psychiatric services. The group will examine faith/multicultural issues, translation and interpretative services, advocacy and legal services for children including possible use of video links.

Membership

Membership to be drawn from representatives of a wide range of staff and disciplines (but not necessarily exclusive to):

Social workers, mental health specialist, child protection office, guidance counsellor, a direct manager, NGO/Social Partner, Traveller, ethnic minority, senior from Young Persons Probation, maintenance, teacher, youth work services, Psychologist, Psychiatrist, D/Health Official, care staff, campus locum, H&S Rep, Input from Young People and parents, Nurse, Chaplain, Cultural Advisor, Director Staff, IYJS and St. Pat's, Doctor. A core group made up of care staff, CDS management, chaplain, Probation (senior) and Nurse/Medical Rep-to drive the process and draw in expertise from above list. Expert input also desirable (e.g. director of nursing at prison services, psychiatric nurse).

Max 8 people

Frequency of meetings

It is expected that the Group will meet monthly until all issues have been agreed, finalised and reported. Sub groups may also be formed to deal with specific issues which will have an agreed finite period of existence.

Reporting

The Chair of the Group will be appointed by IYJS. The Service Development Group will report monthly to the Coordination Group.

Output

All members of the Group will work collaboratively and the Chair will deliver concise reports in an agreed template to the Co-ordination group. The frequency and scope of such reports will be agreed with the Co-ordination Group.

Worksheet II (b)

Services for Children: Child Protection, Psychological, Medical, Dental & Optical, Faith/Cultural Awareness, Translation & Interpretative Services, Video Links, Legal & Advocacy

| Service Related issues | Physical Design Considerations |
|--|--|
| <ul style="list-style-type: none"> ➤ Access to Probation Officer/Social Worker on multi-disciplinary team. ➤ Interpretative and translation services to be provided. ➤ Counselling service on campus including addiction, bereavement, behaviour. ➤ Faith/Pastoral Care (socialisation aspects of this also useful) and Cultural awareness of the needs of children and their families. ➤ Psychiatrist, Psychologist - on site provision. ➤ Doctor – 24/7 + Nurses on Campus. ➤ Dental facility – 3 days a week. ➤ First Aid /medical/defibrillation training. ➤ Speech therapist. ➤ Visiting dietician. ➤ Mediation service. ➤ Track/follow up children after they leave CDS. ➤ Pregnancy issues with reference to young people remanded/committed in CDS. | <ul style="list-style-type: none"> ➤ Faith Centre/Multicultural Centre. ➤ Drug/Alcohol detoxification section/area. ➤ Fully equipped 24 hour Medical Centre: full surgery, X-Ray. ➤ Medical isolation area. ➤ Therapy rooms. ➤ Rooms for visiting professionals e.g. legal, visiting panels. ➤ Consultation rooms/ Examination Rooms. ➤ Sluice Room – on unit/ near admissions unit. ➤ Dedicated area on unit for minor treatments. ➤ Dental Room/Optical Room/Defibrillation Units. ➤ Psychological/psychiatric facilities as part of medical suite. ➤ Children in crisis unit. ➤ Multi- sensory room. ➤ Chill out/time out/safe room(s) with observation facilities. ➤ Admission area for children separate from administration. ➤ Mother and baby unit. |

Note: Flexible space must be created within the new campus design to support delivery of a broad range of services. Cultural awareness is integral to the work of this group. The importance of multi-faith/ pastoral/church/beliefs and facilities was emphasised by a number of participants.

Points for Consideration: 1. Ability of new service to record detailed statistics including age, status, relationship of children and track children (also mobility of children’s files to be considered, i.e. sharing of vital information) 2. Foreign Language classes for children/staff. 3. Visiting Judge on campus to be considered to reduce unnecessary travel for children 4. Consider compulsory role for HSE in services.

Worksheet III (a)

Administration: Including ICT and Human Resources Admin Staff, Care Staff, Security Staff.

Terms of Reference: Service Development Group III

Principles

See section 2.3 (i) - (vi)

Purpose

The Service Development Group on **Administration: including ICT and Human Resources** will:

Identify the full range of services and physical space required for administration services and information and communications technology and HR needs on the campus. These may include (but are not exclusive to) services such as payroll, finance and human resources, secure and reliable case management, data management and communications systems, internet/intranet, specialist storage, file management, health and safety and office facilities required for each support service, among others.

Membership

Drawn from (but not necessarily exclusive to): Administration Staff, Deputy Director or individual with high level management view. IT expert, legal advisor (data protection issues), IYJS (requirements re stats etc.), Probation Service (reports), input from an external organisation who operates a large centralised administration unit for fresh ideas/lessons learned. Input from non admin. staff such as catering, domestic, nurses and maintenance.

Max 6 people

Frequency of meetings

It is expected that the Group will meet monthly until all issues have been agreed, finalised and reported. Sub groups may also be formed to deal with specific issues which will have an agreed finite period of existence.

Reporting

The Chair of the Group will be appointed by IYJS. The Service Development Group will report monthly to the Coordination Group.

Output

All members of the Group will work collaboratively and the Chair will deliver concise reports in an agreed template to the Co-ordination group. The frequency and scope of such reports will be agreed with the Co-ordination Group.

Worksheet III (b)

Administration: including ICT& Human Resources

| Service Related issues | Physical Design Considerations |
|--|--|
| <ul style="list-style-type: none"> ➤ Policy on Video links to Court/community organisation /FAS etc – (put under services for children group). ➤ Electronic communication across campus i.e. email, Intranet – management of files i.e. info on children “read only” or restricted by password to appropriate people. ➤ ‘Notice Board’ for staff, staff need access to PCs. Link in with IYJS information. Access to ICT by Admin. ➤ Heads of Dept i.e. Catering, Domestic to have office space in admin area. ➤ Standardised forms/systems plus database across all schools. ➤ Designated admission co-ordinator for each unit. ➤ IT Expert on site. ➤ CCTV Policy. | <ul style="list-style-type: none"> ➤ Fully equipped archive area. ➤ On site file storage requirements. ➤ Centrally located Payroll/Finance/HR block – two storey building with small catering facility. ➤ Administration facilities in each unit – link to main admin Dept electronically. ➤ 30/35 rooms/offices. ➤ A number of communications rooms on campus. /Pinpoint/CCTV services. ➤ Server IT service. ➤ Central administration area at front of site – staff only admitted. ➤ Visitors access, separate to staff/children. ➤ Training facilities included/separate to admin block. ➤ Security Office in admin. area. ➤ Offices and buildings to be ‘disability proofed’. |

Worksheet IV (a)

Development of Children: Education, Training, Life Skills, Employment Preparation.

Terms of Reference: Service Development Group IV

Principles

See section 2.3 (i) - (vi)

Purpose

The Service Development Group on **Development of Children** will:

Identify the full range of services and physical space required for children in detention to meet their education and training needs. These may include (but are not exclusive to) services such as curriculum development, accreditation, workshops and vocational training, employment preparation and personal development, among others. Particular attention will be given to the possible formal accreditation of children involved of in-house activities such as catering, horticulture, animal husbandry etc. by FETAC or other recognised bodies. The issue of life skills education and employment preparation will also be considered carefully.

Membership

Representatives to be considered from all staff and disciplines across all four schools including remand/long-term and step-down, Teachers, Teachers Union Official, Education Psychologist, City of Dublin VEC, Co. Dublin VEC, St. Pat's staff, IYJS, input from young people, a Child's Rights Advocate, Security Officer, Care Staff, Teacher, Child, St. Patrick's staff member, Parents/Guardian, FÁS/YOUTHREACH/NEPS/FETAC, Community Links Sponsors, Schools, Probation Service. NCCA development, Principals/Vice Principals, IYJS, Care Perspective, multi-disciplinary membership.

Max 6-8 people suggested for the group

Frequency of meetings

It is expected that the Group will meet monthly until all issues have been agreed, finalised and reported. Sub groups may also be formed to deal with specific issues which will have an agreed finite period of existence.

Reporting

The Chair of the Group will be appointed by IYJS. The Service Development Group will report monthly to the Coordination Group.

Output

All members of the Group will work collaboratively and the Chair will deliver concise reports in an agreed template to the Co-ordination group. The frequency and scope of such reports will be agreed with the Co-ordination Group.

Worksheet IV (b)

Development of Children: Education, Training, Life Skills, Employment Preparation

| Service Related issues | Physical Design Considerations |
|---|---|
| <ul style="list-style-type: none"> ➤ Overall policy objectives for education and training should be clearly identified/agreed to inform the design team’s planning of services and facilities. ➤ Life skills programme / education/vocational training. ➤ Balance between individual learning plans / accreditation. ➤ Different needs of remanded / committed children. ➤ Different education needs and obligations for children under 16 / over 16. ➤ Employment/re-integration facilities/links with outside agencies to be formalised and developed. ➤ Exit interviews to inform programmes and support service planning. ➤ Embed literacy and numeracy across curriculum. ➤ Multi-disciplinary approach to education/learning to be encouraged. ➤ Education around health and self esteem issues to be part of programme and led by the medical team. ➤ Assessment closely linked with education and programmes for children. ➤ Up-skill young people for employment opportunities and/or further education. ➤ Role of care staff in curriculum and learning. | <ul style="list-style-type: none"> ➤ Staff Ratios – flexible design to accommodate various ratios of pupils/teachers. ➤ Apprentice/pre-apprenticeship possibilities for design consideration. ➤ Flow of children to/from school/ flow of teachers for safety and efficiency - consider design of internal walkways carefully. ➤ Consider the staff implications when designing gyms, football fields, etc. ➤ Flexibility in design for children to return to units for education. ➤ PC Training/ECDL. ➤ Central education block, separate to living units. ➤ Design to cater for a school that is open 365 days a year. ➤ Consider separate facilities for over 16s. ➤ Catering accreditation –provide training facilities. ➤ Animal Therapy. ➤ Dance /Yoga /Therapy. ➤ Flexible space for NEPS/Assessments/Restorative Justice Facilities. ➤ Include suitable facilities PE /Coaching facilities. ➤ Space & facilities for accrediting children in cooking, animal husbandry, horticulture etc. |

Note: Good relationships between all members of staff and disciplines are vital for successful delivery.

Worksheet V (a)

Support Services: Food & Catering, Domestic Service, Maintenance, Gardening & Landscaping, Security, Health & Safety, Drivers /Escorts

Terms of Reference: Service Development Group V

Principles

See section 2.3 (i)- (vi)

Purpose

The Service Development Group on **Support Services** will:

Identify the full range of services and physical space required for (but are not exclusive to) food and catering, domestic service, maintenance, gardening and landscaping, health and safety, drivers/escorts. The issue of food and catering will be given special consideration in view of the importance of nutritious food and food preparation and cooking for morale, therapeutic and skill building by the children. The socialisation aspect of children and staff eating meals together is viewed as extremely important to the relationship model in detention.

Membership

Drawn from a mix (but not necessarily exclusive to): residential unit staff, schools, Chefs, Gardeners, Catering, Carers, Domestic, G.O. Maintenance, Environmental Health (Chemical Storage)/FETAC/TEAGASC, Food safety, unions, interagency and St. Patrick's Institution

Max 8 People

Frequency of meetings

It is expected that the Group will meet monthly until all issues have been agreed, finalised and reported. Sub groups may also be formed to deal with specific issues which will have an agreed finite period of existence.

Reporting

The Chair of the Group will be appointed by IYJS. The Service Development Group will report monthly to the Coordination Group.

Output

All members of the Group will work collaboratively and the Chair will deliver concise reports in an agreed template to the Co-ordination group. The frequency and scope of such reports will be agreed with the Co-ordination Group.

Worksheet V (b)

Support Services: Food & Catering, Domestic Service, Maintenance, Gardening & Landscaping, Health & Safety, Drivers /Escorts

| Service Related issues | Physical Design Considerations |
|---|---|
| <ul style="list-style-type: none"> ➤ Put ‘support services’ as heading- the focus of this group is unclear otherwise. ➤ Centralised Domestic Team [campus wide service]. ➤ Centrally located multi-skilled team to be employed (electrical, plumbing, painting service) compared to contractors on site. ➤ FETAC accreditation for children to be linked to maintenance/domestic/catering/Gardening. ➤ Nutritious food to be provided by a professional Chef. ➤ Policy for food in units/meals/transportation of food to be given careful consideration. ➤ Dedicated driving corps to be considered. ➤ Security to be given a to a service development group on its own but also to be an overarching theme across many groups. ➤ Gardening and Landscaping to be grouped. | <ul style="list-style-type: none"> ➤ Central campus kitchen. ➤ Kitchen on each unit or access to same. ➤ Maintenance store for tools i.e. gardening tools. ➤ Central, laundry [campus-wide]/ Laundry Facilities on each unit. ➤ Adequate storage space. ➤ Alternative energy source, recycling. ➤ Waste and management disposal to be incorporated into design. ➤ Fence or hedging between each unit. ➤ Airlock yard – level of security needed. ➤ Build in any facilities needed to teach catering, horticulture etc. ➤ Facilities for equine therapy/animal husbandry. |

Note: This proposed service group’s remit was considered to be too broad, and should be divided into separate sub groups.

Catering and Domestic arrangements were considered as vital services and require special attention (food important for culture, morale and socialisation skills). Consider accreditation for children involved in cooking, animal husbandry, horticulture etc.

Worksheet VI (a)

Visiting Services: Families, Carers, Professionals, Probation, Legal, Academic

Terms of Reference: Service Development Group VI

Principles

See section 2.3 (i)- (vi)

Purpose

The Service Development Group on **Visiting Services** will:

Identify the full range of services and physical space required for visitors to the campus including families, carers and professionals. These may include services and issues such as (but are not exclusive to) visiting rooms, play areas, waiting areas, overnight accommodation, security, transport and access issues among others.

Membership

Membership to be drawn from (but not necessarily exclusive to): care staff, admin staff and other staff on campus e.g. other staff and disciplines including security personnel, catering, domestic, maintenance, and transport. External input from IPS/St. Pats reps, Gardai, Parents/Family reps especially those outside Dublin, Probation Service, Solicitors. Visit to Woodlands/Rathgael and/or similar suggested to view another visiting regime.

Max 6 People

Frequency of meetings

It is expected that the Group will meet monthly until all issues have been agreed, finalised and reported. Sub groups may also be formed to deal with specific issues which will have an agreed finite period of existence.

Reporting

The Chair of the Group will be appointed by IYJS. The Service Development Group will report monthly to the Coordination Group.

Output

All members of the Group will work collaboratively and the Chair will deliver concise reports in an agreed template to the Co-ordination group. The frequency and scope of such reports will be agreed with the Co-ordination Group.

Worksheet VI (b)

Visiting Services: Families, Carers, Professionals, Probation, Legal, Academic

| Service Related issues | Physical Design Considerations |
|--|---|
| <ul style="list-style-type: none"> ➤ Designated trained personnel to manage, record and co-ordinate visits. Visits should be pre-arranged where possible, and should be restricted to immediate family members/guardians. Some flexibility around this policy may be at the discretion of the unit managers. ➤ Staff assigned to carry out security checks, screening and look after visitors. ➤ ID checking to confirm visitors' identity. ➤ Policy in place for handling abuse of visiting facilities e.g. drunk visitor. ➤ Dedicated transport for families. ➤ Finance for families travelling from provincial areas –equal access for all families. ➤ Family conferencing, family mediation and family counselling to be provided. ➤ Video links to court to be considered. ➤ Access to interpreters. | <ul style="list-style-type: none"> ➤ Flexible room space for professional visits in separate block near the administration unit. ➤ Visiting Centre should have a separate reception from the admin block. ➤ High security visits in the admission block/visiting centre. Screening room and metal detector. ➤ All rooms should be flexible to accommodate all levels of security but the proportions should at all stages be child friendly. ➤ More than one access route, rooms grouped in such a way that families and children do not mix at one particular point. ➤ Separate visiting areas required for low/high risk visits (consider access to units for low level visits). ➤ Visiting area on living unit for low risk visits, in an area with no direct access to the rest of the unit. ➤ Security checkpoint for all visitors to prevent unauthorised visitors entering the campus. ➤ Quiet/isolation room on visiting block in case child/young person is acting out. ➤ Security and safety of children and staff between units and visiting rooms to be considered carefully in design. ➤ Visiting areas to be welcoming (calm) with catering (drinks, snacks, soups, and sandwiches), toilet & smoking facilities. ➤ Separate car park facilities for visitors. ➤ Child care facilities – crèche/playground area for young children. ➤ CCTV camera in rooms but monitored respectfully, 2 way mirrors. ➤ Locker Room to leave personal belongings and strong room e.g. for gardaí to deposit firearms. ➤ Consider overnight facilities for visitors. |

Worksheet VII (a)

Programmes For Children External and Internal: Assessments, Child Programmes & Key Working, Offending Behaviour, Substance Misuse, Recreation/Leisure, Victim Awareness, Reintegration, Links With Other External Programmes And Other External Links

Terms of Reference: Service Development Group VII:

Principles

See section 2.3 (i)- (vi)

Purpose

The Service Development Group on **Programmes for Children** will:

Advise on which programmes can be provided on campus and those that should be provided internally and externally. In respect of the on-campus services, inform the design team of the physical space and facilities required to meet the needs of the young people and the professionals delivering the services. Advise on the policy and procedures and health, safety and security considerations related to programmes for children. Make recommendations on achieving continuity of care for a child as they come into the detention service and when they return to the community. The above may not be an exclusive list of all issues,

Membership

Membership to be drawn from (but not necessarily exclusive to): Medical GP, Medical Specialist, Counsellor, Nurse, St Patrick's Institution staff, Head of Programmes, Care Staff, Probation, Youthreach staff, Social Workers and Psychologist, Teachers, Care staff, Prison Service staff, Juvenile Liaison Officer, Representatives from Ethnic Minorities, Community Representative. Ensure good gender mix and also consult with children.

Max 8 People

Frequency of meetings

It is expected that the Group will meet monthly until all issues have been agreed, finalised and reported. Sub groups may also be formed to deal with specific issues which will have an agreed finite period of existence.

Reporting

The Chair of the Group will be appointed by IYJS. The Service Development Group will report monthly to the Coordination Group.

Output

All members of the Group will work collaboratively and the Chair will deliver concise reports in an agreed template to the Co-ordination group. The frequency and scope of such reports will be agreed with the Co-ordination Group.

Worksheet VII (b)

Programmes For Children Internal & External Assessments Child Programmes & Key Working, Offending Behaviour, Substance Misuse, Recreation/Leisure, Victim Awareness, Reintegration, Links With External Programmes

Internal Programmes

| Service Related issues | Physical Design Considerations |
|--|--|
| <ul style="list-style-type: none"> ➤ Access to assessments on arrival to be norm. ➤ History/Records of Child to follow on. ➤ Professional team of three or four people e.g. psychologists/psychiatrists available etc. ➤ Standardised Training Programmes ➤ Offending behaviour programmes. ➤ Consider Peer training. ➤ Specialised Co-ordinator for Programmes and in house drug/alcohol counsellor. ➤ Criteria for placement to include drug free environment ➤ Utilise in-reach training. ➤ Communications strategy needed between professional services. ➤ Emphasise Staff Training/Secondment/Shadowing in other schools to give a different perspective. ➤ Training in social skills for children. | <ul style="list-style-type: none"> ➤ Single Story Building, flexible design to make rooms smaller. Wide Corridors. Special observation room for children at risk. ➤ Centralised dedicated area with multidisciplinary rooms for therapy/assessments etc. Careful and Sensitive placement of these facilities. ➤ Some facilities to be ‘unit based’ or close to residential units? ➤ Outdoor and indoor recreation space needed. ➤ Access to joint education centre used during /following school hours. ➤ Protection rooms/timeout rooms to be designed carefully. ➤ Family Areas to be provided. ➤ Kitchens to be adapted for use for educational accreditation. ➤ Gyms, playing fields accessible, keep travel distances to a minimum to save staff time, security and safety of all. |

(NB: This is a two page worksheet because of depth of discussions and notes generated. The table groups tasked with considering internal and external programmes tended to cross over as it was difficult to separate the two issues. It was felt that one service development group, for programmes, with sub-groups would be more appropriate than trying to isolate ‘internal’ and ‘external’

Worksheet VII (c)

External Programmes

| Service related issues (not directly related to physical design) as commented by table-groups | Physical Design Consideration |
|--|--|
| <ul style="list-style-type: none"> ➤ Use of facilities would cross over with some internal and visiting professional services –step down process begins from day one. ➤ Structures to allow for inter-agency co-operation – essential as time available is short. ➤ Database on services for children and information on children – IYJS, community groups, services. ➤ Ensure continuity of education/training – portability of education/training coming into detention service and on exit. ➤ Probation officer on site. ➤ Links with social welfare, local Gardaí and local NGOs/Community groups. ➤ Step down to be the route for leaving and facilities for this to be a gradual process. Reducing institutional character from secure to open to step down (independent or family living). ➤ In reach by local services to be part of exit plan. ➤ Facilities to develop independent living skills, in particular for older children who may not be returning to the family home. ➤ Access to education and training facilities out of school hours and year round. ➤ Accommodate gender difference across all services – e.g. alternatives to field sports. ➤ Work experience on campus that links in with services available off campus as part of exit programme. ➤ Facilitation of integration on non- national groups – translation/interpretation services. ➤ Provision for local family welfare conferences. ➤ Career guidance/Employment services. | <ul style="list-style-type: none"> ➤ Apartment style step down units. ➤ Out door and in door recreation/leisure facilities available to each unit – some dedicated per unit e.g. games room, some can be shared/scheduled. ➤ Multi purpose room available on units suitable for 1:1 work and group work. ➤ Detoxification space for drugs/alcohol and therapeutic spaces close to units. ➤ Extensive storage and retrieval system for information/children’s files. ➤ Family support accommodation – day visits from parents, siblings, younger relatives. ➤ Overnight accommodation for parents (participating in reintegration programmes). |

Notes: Reintegration was seen as a process beginning from day one and should be an ongoing part of programmes for children. Suggestion was to work closely with ‘services for children group’ and other child related groups. Topics such as leisure, recreation, education, counselling and therapy to be considered by this service development group. **Issues for Consideration:** 1. Indoor running track. 2. Walkway around campus. 3. Self contained gyms in each unit 4. Suggestion that recreation /leisure be separate group. Moving children closer to their home could be considered as part of reintegration plan with help from key worker to settle in.

(**NB:** This is a two page worksheet because of depth of discussions and notes generated. The table groups tasked with considering internal and external programmes tended to cross over as it was difficult to separate the two issues. It was felt that one service development group, for programmes, with sub-groups would be more appropriate than trying to isolate ‘internal’ and ‘external’)

Worksheet VIII (a)

Security: Building, Cordon Sanitaire, Staff, Children, Visitors

Terms of Reference: Service Development Group VIII

Principles

See section 2.3 (i)- (vi)

Purpose

The Service Development Group on **Security** will:

Identify the full range of security considerations and the physical space issues in terms of security needs of children, staff and visitors having particular regards for the varying ages of the children detained, the different requirements of remanded and committed children, families, victims and flow of people throughout the campus. Building and perimeter/ cordon sanataire considerations will also be considered carefully. Advice on security considerations for Children, in particular: admission, leaving, mobility trips, step-down, medical trips, home leave, court trips. Identify specific security aspects regarding the site including: cordon sanataire and perimeter and grounds, buildings, step down etc.

Membership

Group membership to be drawn from (but not necessarily exclusive to): Security Personnel, Care Staff, Probation Community Reps. Gender mix to cover female security issues Input from Young People, Appropriate external expertise, IPS/ St. Pats reps, Security, Gardaí, Parents/Family members, Drivers, Reps from Chefs/ Gardeners, Catering, Carers, Domestic, G.O./Maintenance, Unions, Health and Safety Reps

Max 6 members

Frequency of meetings

It is expected that the Group will meet monthly until all issues have been agreed, finalised and reported. Sub groups may also be formed to deal with specific issues which will have an agreed finite period of existence.

Reporting

The Chair of the Group will be appointed by IYJS. The Service Development Group will report monthly to the Coordination Group.

Output

All members of the Group will work collaboratively and the Chair will deliver concise reports in an agreed template to the Co-ordination group. The frequency and scope of such reports will be agreed with the Co-ordination Group.

Worksheet VIII (b)

Security: Building, Cordon Sanataire, Staff, Children, Visitors

| Service related issues (not directly related to physical design) as commented by table-groups | Physical Design Consideration |
|--|---|
| <ul style="list-style-type: none"> ➤ Designated Health and Safety Officer for campus. ➤ CCTV Policy. ➤ Designated trained personnel to manage, record and co-ordinate visits. Link in with key workers– visits should always be pre-arranged and should be restricted to immediate family members/guardians. ➤ Staff assigned to carry out security checks, screening and look after visitors. ➤ ID checking to confirm visitors’ identity. ➤ Video links to court to be considered. ➤ Dedicated driving corps to be considered. ➤ Draw on experience from personnel in St. Patrick’s etc. regarding older children. | <ul style="list-style-type: none"> ➤ Effective Pinpoint/CCTV/Communications Systems/ Use of metal detectors/Two way mirrors. ➤ First point of contact at security check, area available to prevent unauthorised visitors going further. ➤ Security Office in admin. area. ➤ Lockers on each unit and in gym and showers/ recreation area. ➤ Strong room to store contraband /Garda firearms etc. ➤ Fence or hedging between each unit ➤ Airlock yard needed. ➤ Visiting Centre to have separate reception from the admin block. ➤ Separate visiting areas required for low/high risk visits (consider access to units for low level visits. ➤ Visitors access/egress separate route to staff/children access egress. ➤ Screening room/ High security visits in the admission block/visiting centre. ➤ Have various rooms ranging in security levels as appropriate to the activity. |

Note: Security was considered by the ‘support services’ discussion groups in detail but was also raised frequently by many other discussion groups. It became apparent that a specific group was essential to deal with the complexities of security for the new detention service. The suggestions above in relation to security are therefore taken from a wide cross section of the various staff and disciplines represented at the four events.

Section 3

Appendices

List of Facilitators and Note Takers

Facilitators

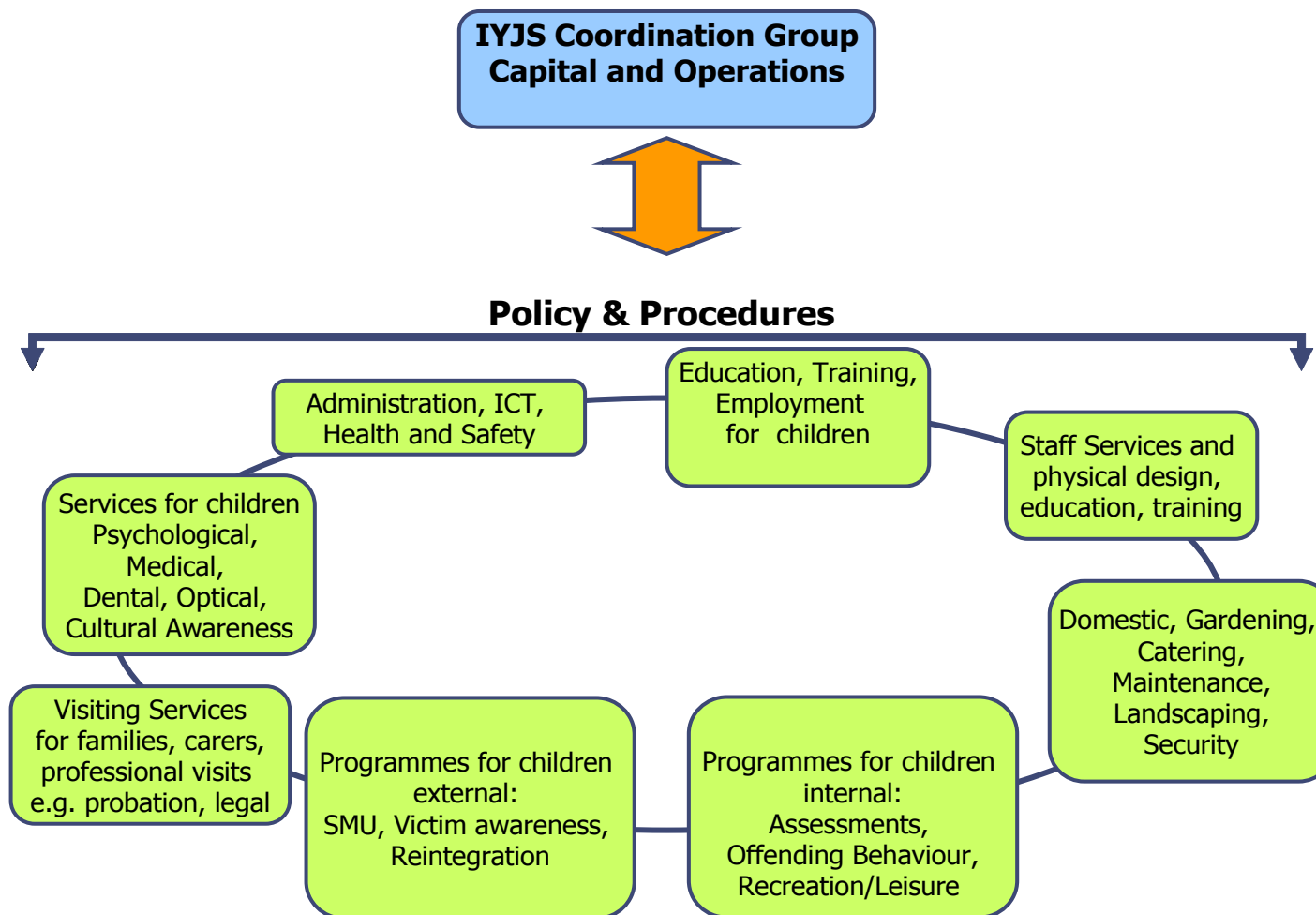
| Name | School |
|-------------------|-----------------------------|
| Brian Reed | Trinity House School |
| Damien Hernon | Trinity House School |
| Craig Knight | Trinity House School |
| Michael Dunne | Trinity House School |
| Selena Reilly | Trinity House School |
| Eamon Hughes | Trinity House School |
| Bernard Ball | Oberstown Boys School |
| Carmel O'Donoghue | Oberstown Boys School |
| Jackie Leonard | Oberstown Boys School |
| Basil Leonard | Oberstown Boys School |
| Norma Fitzgerald | Oberstown Girls School |
| Marina McGarry | Oberstown Girls School |
| Frances Gaughan | Oberstown Girls School |
| Danyanne Quemper | Oberstown Girls School |
| Tony O'Donovan | Irish Youth Justice Service |
| Rachel Sheehan | Irish Youth Justice Service |
| Freida Delaney | Irish Youth Justice Service |
| Joseph Murphy | Irish Youth Justice Service |

Note Takers

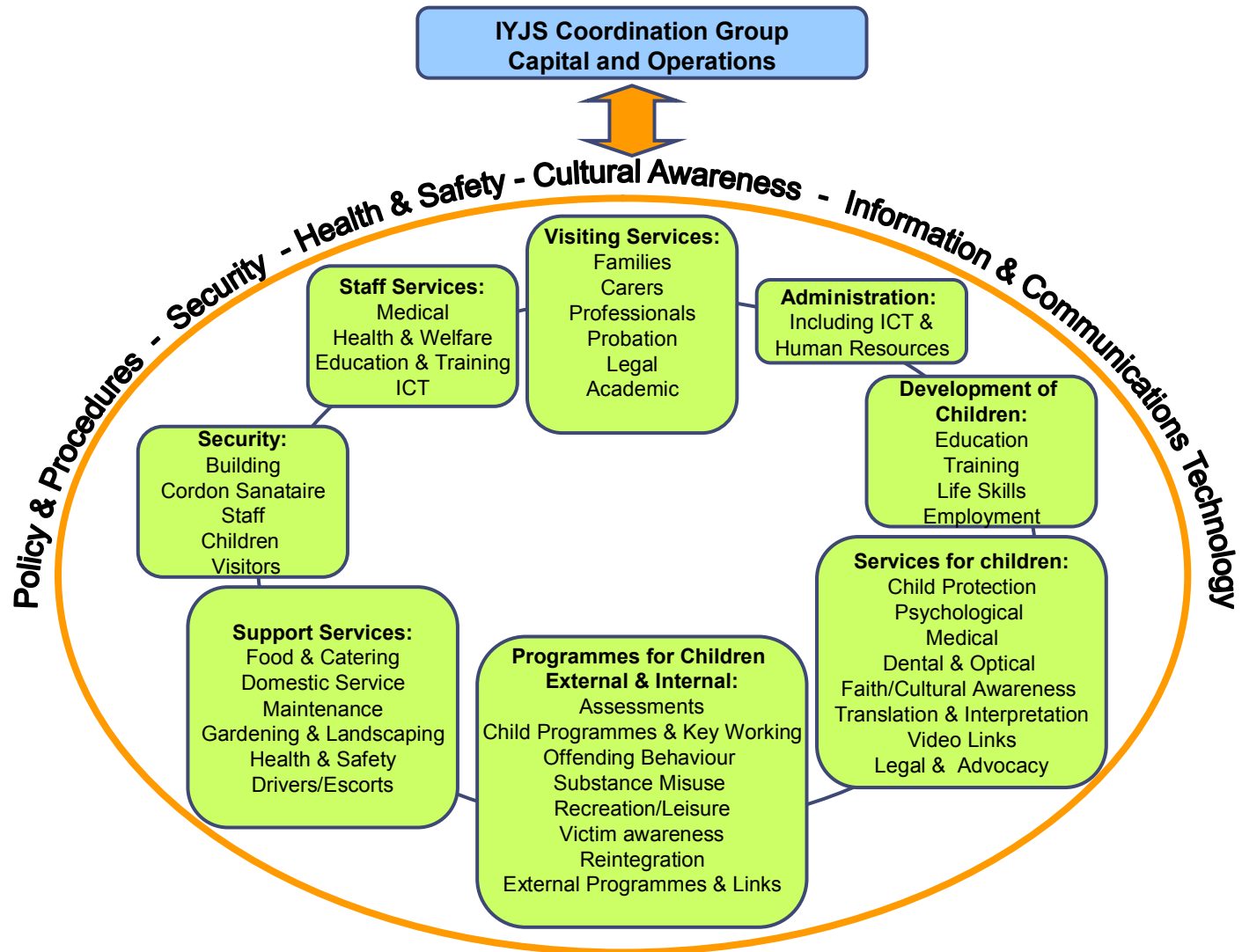
| Name | School |
|------------------|-----------------------------|
| Anita Bollard | Oberstown Boys School |
| Karen Foran | Oberstown Boys School |
| Andrea McCormack | Oberstown Boys School |
| Brenda Tolan | Trinity House School |
| Grace Smith | Trinity House School |
| Jackie Traynor | Oberstown Girls School |
| Carole O'Neill | Oberstown Girls School |
| Joseph Murphy | Irish Youth Justice Service |
| Damian McKeon | Irish Youth Justice Service |
| Sinead Kinsella | Irish Youth Justice Service |
| Michelle Ganly | Irish Youth Justice Service |
| Annette O'Toole | Irish Youth Justice Service |

Original Service Development Groups Presented At First Event

National Detention School Service – Management Structure/Governance/Partnership

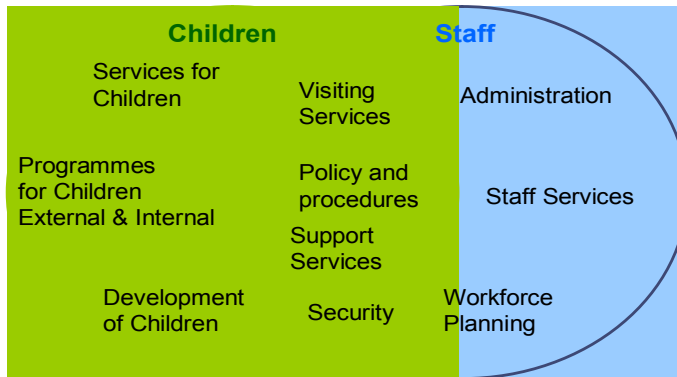


Revised Service Development Groups



Service Development Group Interface

Relationship Between Service Groups



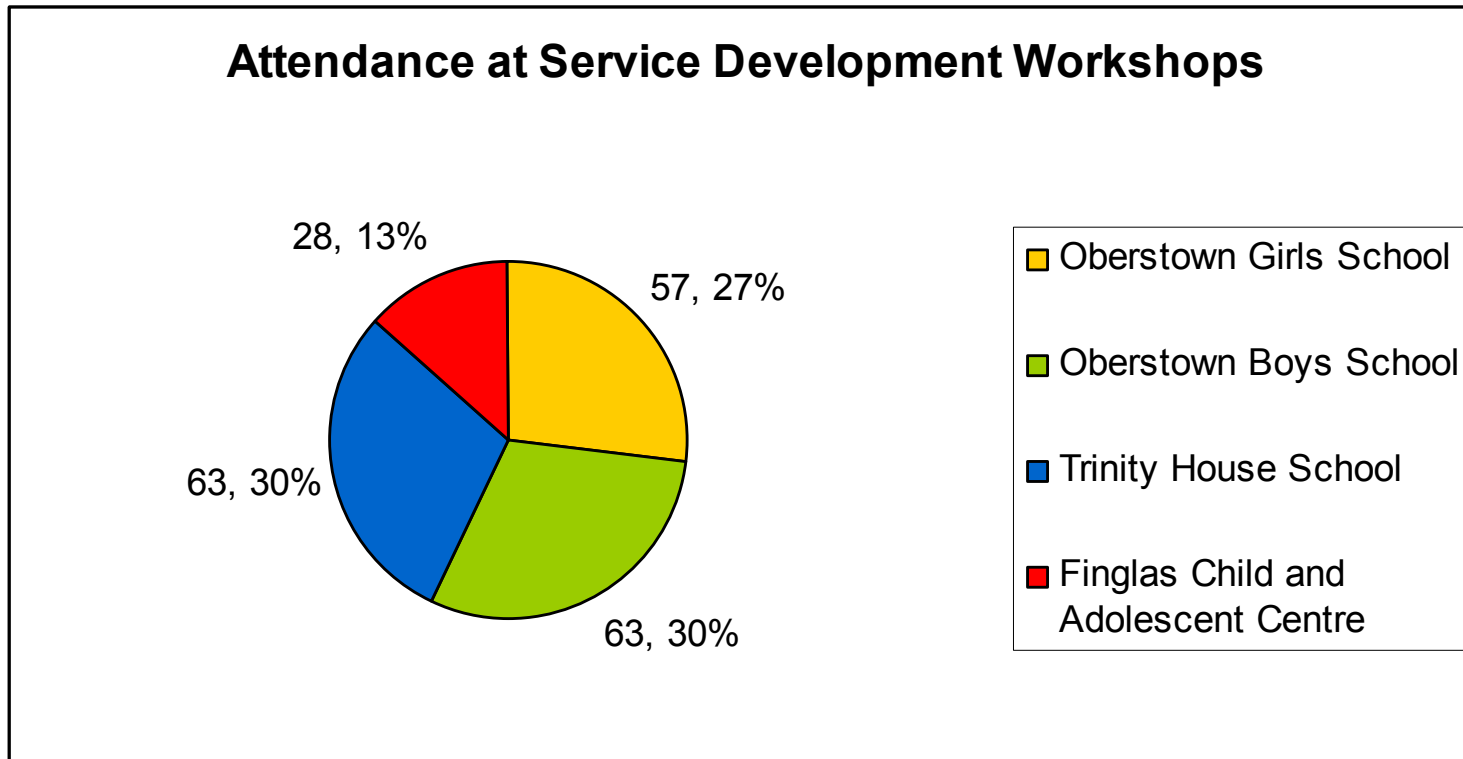
LEGEND:

- Light Green indicates groups dealing solely with child related issues
- Light blue indicates groups looking solely with staff related issues
- Dark green overlap indicates issues which cross over children, staff and visitors etc.

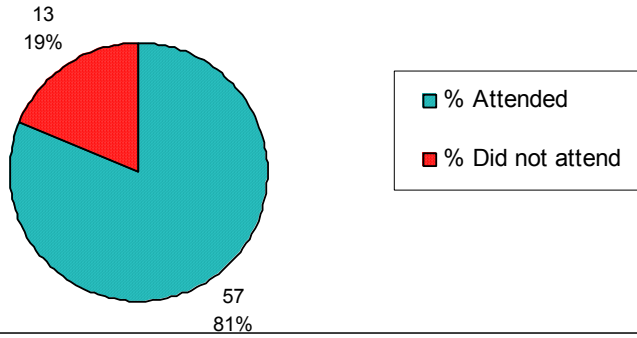
It is expected that the groups working on children issues will work particularly closely together. Other groups will work together, as necessary, through the IYJS co-ordination group.

Note: The 'Policy and Procedures' and 'Workforce Planning' groups are groups per the Expert Group Report[2007].

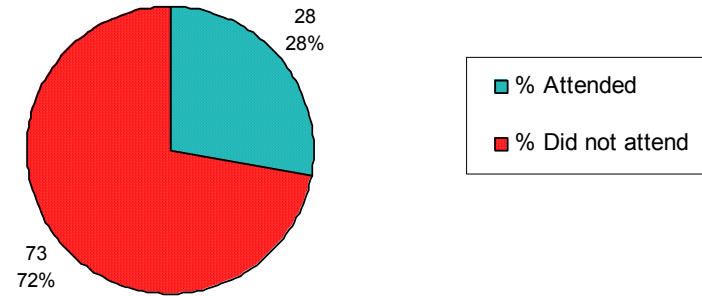
Attendance at Workshops



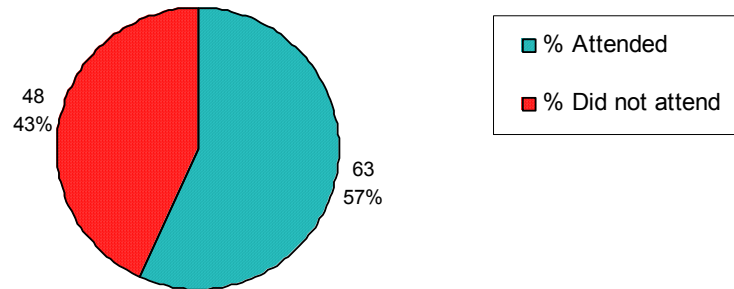
Oberstown Girls School
% of staff who attended workshops



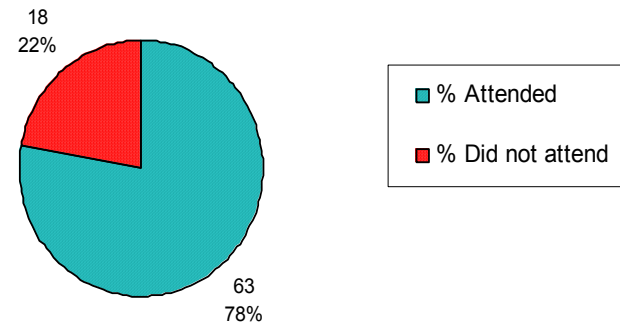
Finglas Child and Adolescent Centre
% of staff who attended workshops



Trinity House School
% of staff who attended workshops



Oberstown Boys School
% of staff who attended workshops



Feedback Forms

Feedback Forms

The following provides a snapshot of the many comments received from participants

- *“Lots of information and worthwhile. Would like to see more in the future”*
- *“Felt cultural awareness could have been given a little more time, need for translators and communication issues should be addressed”*
- *“Good opportunity to network”*
- *“Felt it was worthwhile, allowed to give input, hope it is used”*
- *“Need for ongoing staff support and assurance of their valued input”*
- *“Nice to meet staff from the other three centres”*
- *“Good to hear myths debunked”*
- *“An eye opener to see how committed the IYJS are to moving forward”*
- *“I felt part of discussion”*
- *“I’d like to add that domestics should be included in training regarding the boys e.g. offending behaviour”*
- *“Another day should happen to discuss progress and any arising concerns”*
- *“I felt a genuine sense of appreciation of my opinions”*
- *“Retain horticulture and animal care projects currently running successfully”*
- *“I agree with collaboration and partnership”*
- *“Essential to have practioners on the working group. At least four to cover most areas of care, education and administration”*
- *“Not enough emphasis when talking about future development regarding catering facilities”*
- *“A lot of thought will need to go into the school building, design, subject specific rooms”*
- *“Representatives from other outside agencies would enjoy and benefit from the meeting”*

Glossary

| | |
|----------------------------|---|
| CDS | Children Detention Schools: Finglas Child and Adolescent Centre; Trinity House; Oberstown Boys School; Oberstown Girls School. Each includes an on-site education centre. |
| Design team | Group of professionals including architects, engineers and quantity surveyors to put together drawings and specifications for the design. |
| FÁS | Training and Employment Authority |
| FETAC | Further Education and Training Awards Council. |
| HSE | Health Service Executive |
| ICT | Information Communication Technology |
| IPS | Irish Prison Service |
| IYJS | Irish Youth Justice Service |
| JELR | Department of Justice, Equality and Law Reform |
| JLO | Juvenile Liaison Officer, An Garda Síochána |
| Lusk Site | Same as Oberstown Site below. |
| NCCA | National Council for Curriculum and Assessment |
| NEPS | National Educational Psychological Service |
| NDP | National Development Plan |
| NJO | National Juvenile Office, An Garda Síochána |
| Oberstown Site | Three detention schools are on one site located between Lusk and Balbriggan, Co. Dublin. Sometimes referred to as Lusk Site. |
| OMC /OMCYA | Office of the Minister for Children. The Minister for Children has delegated responsibility for the Children Act 2001, as amended. Office was expanded in 2008 to include Youth Affairs Section of the Department of Education and Science. |
| RFT | Request for tender |
| Service Development Groups | Working groups to be set up to examine services and physical space required for the National Children Detention Service at Oberstown, Co. Dublin. |
| TEAGASC | The Irish Agricultural and Food Development Authority |
| Youthreach | National Education and Training Programme for Early School Leavers |
| YPP | Young Persons Probation, Probation Service |