



Irish Youth Justice Service

Seirbhís na hÉireann um Cheartas i leith an Aosa Óig

Children Detention Schools

Staff Information Events

15 October 2012

7 November 2012

14 November 2012

21 November 2012

Bracken Court, Balbriggan, Co. Dublin

March 2013

Report on Staff Information Events October/November 2012

Contents	Page
Foreword	3
Section 1. Management Structure	4
Section 2. Communications between Management and Staff	4
Section 3. National Children Detention Facilities (NCDF)/Integration	5
Section 4. Campus policies and Practices/Relationship model of Childcare	7
Section 5. Extending remit of children detention schools to 17 year old boys remanded or convicted by the Courts	10
Section 6. Children Detention Schools/ Terms and Conditions	11
Section 7. Oberstown Girls School/ Education Facilities	12
Appendix A. Feedback from Staff Information Days See separate document	
Appendix B. PowerPoint Slides from Staff Information Days See separate document	

Foreword by the Chairman

A series of information days were held October/November 2012 at the Bracken Court Hotel, Balbriggan, Co. Dublin for staff from the three children detention schools at Oberstown, Lusk, Co. Dublin¹. These events were held to update staff in relation to the major capital project at the Oberstown Campus and the changes which are necessary to achieve a single integrated National Children Detention Facility (NCDF). Over 170 people attended the four events in total representing well over 80% of serving staff across all three schools which was very pleasing and showed the high level of interest. This report summarises the topics raised over four days by both management and staff and includes additional updates from management where more information is currently available. Feedback on this report is very welcome at developing4all@dcya.gov.ie.

Event Configuration

Each event commenced with presentations from senior management from the Irish Youth Justice Service, Directors of the children detention schools and the Chair of the Board of Management. Staff split into small discussion groups and a spokesperson for each group then presented feedback on behalf of each group. The event of 15 October 2012 followed a slightly different format to the others as the numbers in attendance were smaller, mainly unit manager grades. The sessions concluded with management responses and an exchange of views by way of questions and answers and all events were professionally facilitated by an external facilitator, Ms Mary O' Rafferty.

Format of Report

Topics raised are grouped into seven main sections of related interest. Most of these topics were raised initially by senior management in the course of their presentations but other issues were raised by staff members over the course of the events. Some topics broke down into a number of linked sub-topics. Some issues raised tended to overlap and for ease of reference these are amalgamated, where possible. In the feedback sessions participants were asked to group their feedback into 'positives', 'interesting' and 'concerns' in relation to what they had heard. There was considerable overlap in terms of 'interesting' and 'concerns' and as a result 'interesting/concerns' are shown together in the body of the report. In some instances there were opposing views on particular issues and where appropriate this is reflected in the report. Of necessity, this report can only summarise the many discussions that took place, but I hope that a comprehensive flavour of the four events is captured. The report also includes copies of presentations by management in the appendices.

Appreciation

The Board, Irish Youth Justice Service and Directors of the children detention schools wish to sincerely thank all those who attended for their interest in the events and interaction on each of the four days. We would finally like to thank Ms. Mary O' Rafferty of Anville Consulting for her expert facilitation over the four events.

Joe Horan, Chairman, Oberstown Board of Management

¹ Oberstown Boys School, Oberstown Girls School, Trinity House School

SECTION 1 Management Structure

Presentation content or topic raised by staff	Points raised by participants and management response, where appropriate
<p>Management Structure</p> <p>The roles of Minister for Children and Youth Affairs/ Board of Management / Board Subcommittees/ Irish Youth Justice Service/ Directors of children detention schools were explained. Also the expertise and backgrounds of various Board members were outlined.</p> <p>Note 1: It is proposed to appoint a single Campus Director with full responsibility for the three existing schools.</p> <p>Note 2: A decision as regards the scope of the Child and Family Support Agency may also have a bearing on the future management structure of children detention schools.</p>	<p>Positives</p> <p>Following the presentations staff felt they understood the management structure and role of the Board better. It was generally felt by staff that a single Campus Director would provide clear leadership.</p> <p>Interesting/Concerns</p> <p>Queries from staff included: Are all the management layers needed ? Is there enough expertise on the Oberstown Board to run a children detention centre? Is there enough experience of Board members in dealing with children’s issues? What is the future role of the Child and Family Support Agency?</p> <p>Management Response</p> <p>Management suggested that the skill set required of a Board of Management was different to what was required to manage a children detention centre. The main function of a Board is to ensure appropriate corporate governance and the Board, appointed by the Minister for Children and Youth Affairs, has sufficient skills and expertise. Sub committees in areas such as HR and Childcare report to the Board on their respective areas. In response to a suggestion from the floor, members of the Board agreed to spend a shift in a children detention school. The scope of the Child and Family Support Agency and whether the Irish Youth Justice Service/children detention schools would be integrated into the new agency is unknown at this stage. Management, in the interest of transparency, had flagged this as being an issue under consideration by the Minister for Children and Youth Affairs, Frances Fitzgerald T.D. Staff will be updated as soon as any decisions are made.</p>

SECTION 2 Communications between Management and Staff

Presentation content or topic raised by staff	Points raised by participants and management response, where appropriate.
<p>Improving communications</p>	<p>Positives</p> <p>The information days were welcomed as positive developments by staff generally.</p> <p>Interesting/Concerns</p> <p>It was felt by some staff that communication was often in one direction only, i.e. they were told what was happening and not consulted before</p>

<p>Improving communications (cont.)</p>	<p>hand. It was felt there was a need to listen to staff, explain the advantages of change and outline how success was to be measured. It was said that the previous IR/Partnership forum did not work but a replacement could be made to work better. Staff asked where is the ‘buy in’ for staff to engage? Information days were said to be an opportunity to communicate but there was said to be a need for honesty. Some staff members requested more direct opportunities to influence the major changes underway.</p> <p>Management Response Management welcomed the highlighting of communications by staff as an issue of vital importance. The Board and Management indicated that newsletters and other updates had issued to staff and there had been an open day on Campus in August 2012 outlining the latest Capital development plans. The website www.iyjs.ie is frequently updated as regards ongoing capital and policy developments. Previous consultation exercises events had fed directly into the design of the NCDF. Ad-hoc user groups on campus advise on important issues of relevance, as required. Most negotiations (e.g. on rosters) had taken place with the Unions and in the Labour Relations Commission. The local union branches inform the union approach to negotiations, based on the views of the local members.</p> <p>The HR sub-committee of the Board deals with communications and is very open to suggestions from staff as regards the best forum for expressing their views. Two elected staff reps are on the Board and communications is a standing item on the HR sub-committee agenda.</p> <p>The Board will release minutes of meetings to all staff so they are aware of the high level issues (it may be necessary to redact some confidential information). Any individual or group submissions on any children detention school issue will be acknowledged and given careful consideration. These can be submitted to line managers or, if preferred, directly to the Irish Youth Justice Service in writing or by email. It is however, ultimately, a management prerogative to decide on the merit and practicality of each suggestion.</p>
--	---

SECTION 3 National Children Detention Facilities (NCDF)/Integration

<p>Presentation content or topic raised by staff</p>	<p>Points raised by participants and management response, where appropriate.</p>
<p>Design and Construction considerations</p>	<p>Positives Staff liked the modern buildings, better facilities and clear funding mechanism and timetable envisaged for the new development. Plans to test the new buildings prior to commissioning were also welcomed. Planning the construction in stages was welcomed as better than sudden or unplanned development. The emphasis on health and safety in relation to design of buildings and for the construction phase was also welcomed.</p>

<p>Vision for NCDF and for Integration (cont.)</p> <p>Is integration inevitable?</p>	<p>Management Response The vision is to build and develop the NCDF in the best interest of all children under 18 years of age, sentenced or remanded by the Courts, to best International standards and to ensure relevant data and information is collected/shared. Management undertook to make every effort to ensure appropriate training for staff and to achieve the vision and to keep the communications strategy with staff under review. Staff were acknowledged as the key resource by management who thanked them for their co-operation to date. The experience and views of older staff were also acknowledged as very useful and every effort would be made to ensure this invaluable experience was not lost.</p> <p>Interesting/Concerns Will integration still take place if the new building does not progress as currently planned (e.g. due to lack of funding)?</p> <p>Management Response Integration of services and a single NCDF structure is the overarching aim of the Board and management in order to provide the best service for children and maximise resources. Integration will take place regardless of the timeline for building the NCDF.</p>
--	---

SECTION 4 Campus Policies and Practices/Relationship Model of Childcare

Presentation content or topic raised by staff	Points raised by participants and management response, where appropriate.
<p>Relationship Model of Childcare and older children</p>	<p>Positives The extension of the relationship model of child care to all children under 18 years of age, supported by the Irish Youth Justice Service/Board, was acknowledged as positive by staff. Continuation of the single bedroom occupancy concept is supported by the Irish Youth Justice Service/Board and this was also acknowledged by staff as helpful.</p> <p>Interesting/Concerns There was a concern that the relationship model could be changed or diluted in the children detention schools as older boys came on stream. It was felt by some staff that the increased number of 17 year old boys could take up a lot of available resources, to the detriment of the younger children. Would the net result be that children will be kept in their rooms for longer periods as a result?</p> <p>Management Response The Irish Youth Justice Service champions the relationship model of childcare with the Minister for Children and Youth Affairs having regard to our international obligations e.g. under the UN convention and previous favourable inspections in the children detention schools. More specific issues raised by staff in relation to 17 year old boys are dealt with in section 5.</p>

<p>Young People in detention</p>	<p><i>Interesting/Concerns</i> Staff felt some children being detained for ‘wrong’ reasons, i.e. for care needs rather than justice purposes and HSE does not have suitable facilities.</p> <p><i>Management Response</i> The changeover in departmental management to the Irish Youth Justice Service, from the Dept. Education, and the implementation of the Children Act 2001 (from March 2007 onwards) had largely stopped a pattern of the HSE placing children, requiring care, into children detention schools, by way of High Court orders. The Irish Youth Justice Service policy is that detention is a last resort and that children are not to be detained in a children detention school. for care reasons. However, once a valid legal warrant is produced, signed by a Judge a school must comply with the order.</p>
<p>Cross Campus Policies</p>	<p><i>Interesting/Concerns</i> Some staff felt that differences in practices, training, ethos etc. between schools will make it difficult to implement uniform policies in an integrated campus. Staff asked if the absence of sleepovers at night, as backup to live staff, will result in less cover and more risk? Practical concerns exist among staff e.g. some schools use handcuffs for court escorts and it was asked how such differences can be reconciled. Will staff be disciplined for incorrect application of policies was another concern?</p> <p><i>Management Response</i> The various sub-committees of the Board have introduced, reviewed and updated a number of policies which have been signed off by the full Board. All cross campus policies are available at www.iyjs.ie . Training is provided, as necessary by management. If it is necessary to implement certain policies slightly differently in some units for critical operational reasons this can be provided for. Staff are expected to implement the policies to the best of their ability. Honest mistakes make take place during any changeover period and there are built in review periods within each policy whereby anything not working well can be addressed.</p>
<p>Campus Rosters/ Central Allocations Office / Bed Management</p> <p>Note 1: A campus roster has been agreed at the labour relations commission on 14 February 2013.</p> <p>Note 2: A central staff allocations office is responsible for rosters and allocation of staff on the Campus with effect from 25 February 2013.</p>	<p>Positives It is envisaged that the NCDF will have the discretion to allocate children detained or committed by the Courts to the most suitable location on Campus and move children subsequently for operational reasons, if necessary. The detention schools will also, in time, have control of the on call bed management phone. This was welcomed by staff members as it gave management more flexibility and certainty as regards children in the NCDF.</p> <p><i>Interesting/Concerns</i> The advantages of a cross campus roster were questioned by some staff. Loss of earnings for staff from sleepovers on top of existing pay reductions was raised. Staff raised the issue about who their line managers would be, professional development and supervision etc. Lack of experience of staff in dealing with different genders and older children was raised. What will happen to key workers (and the children they are responsible for) if staff</p>

<p>Campus Rosters/ Central Allocations Office / Bed Management (cont.)</p> <p>Note 3: It is envisaged that the bed management service (including 24/7 on call phone for the Courts) will be centralised to the NCDF.</p> <p>CPI/ Injuries/ older children in detention</p> <p>Note: The system of behaviour management or Nonviolent Crisis Intervention® in use is considered the worldwide standard for crisis prevention and intervention (CPI) training.</p>	<p>are constantly being moved? What about loss of team spirit and the relationship model of childcare if people are constantly moved around the campus. What is the role of the central allocations office?</p> <p>Management Response</p> <p>The new roster will allow for staff to be deployed across the campus and the allocations office would be the mechanism to do this. The campus roster is necessary as differing practises in each school cannot continue in an integrated setting. Management has made the decision that a reconfiguration of “live” staffing at night is more appropriate and all night cover will be provided by live staff, working on a cross campus basis. Loss of earnings is an IR issue for discussion by the Unions/ Management/Labour Relations Commission, as appropriate. Staff will be available to work across the current 7 units on campus and this will be expanded as the building work progresses. The new roster is not intended to introduce wholesale movement across the campus or split teams for the sake of it. Staff will be aware from the written roster when they are liable to provide relief across the Campus. Movement is not intended to be done on an ad hoc basis but to make most effective use of scarce resources</p> <p>Interesting/Concerns</p> <p>Some staff felt that restraints on children/CPI actions create particular concerns for older staff. The apparent lack of an exit strategy in the CPI: Non-violent Crisis Intervention programme was raised by some staff. It was suggested that staff may not be as fit or healthy as they get older and are more vulnerable to attacks. Some staff members felt that the assault and injury scheme was not adequate.</p> <p>Management Response</p> <p>Whilst a mixture of ages and gender of care workers on each team would ideally be balanced for a variety of child care reasons, it was not accepted by management that older, more experienced staff are necessarily more vulnerable to attack. With cross campus mobility of staff now possible children detention schools will be in a better position to redeploy extra staff if there are incidents with young people.</p> <p>All frontline staff certified in the CPI programme are trained in strategies for early intervention, de-escalation and interruption of escalating behaviour. Staff are trained to use physical intervention only as a last resort and when all other alternatives have been exhausted. An updated CPI Behaviour Management Policy and Procedures document was agreed by the Board on 7 December 2012.</p>
---	--

SECTION 5 Extending remit of children detention schools to 17 year old boys remanded or convicted by the Courts

Presentation content or topic raised by staff	Points raised by participants and management response, where appropriate
<p>Early Introduction of 17 year old boys</p> <p>Note: The Irish Youth Justice Service raised the possible transfer of a limited cohort of 17 year old boys to Oberstown Campus before NCDF is completed. This arises from the Minister for Children and Youth Affairs concerns following the reports from the Inspector of Prisons and Ombudsman's Report into children held in St. Patrick's Institution.</p> <p>Long term concerns surrounding 17 year old boys</p>	<p><i>Interesting/Concerns</i></p> <p>Serious concern was raised about this prospect due to lack of space and the condition of the infrastructure at Oberstown. The legal position was questioned. There were other specific concerns raised: If 17 year olds are taken before construction starts could this limit effect the funding for the NCDF (i.e. it could it then be scaled back or cancelled on economic grounds)? What contingency plans are there for staff to deal with unmanageable 17 year olds in poor standard accommodation? What criteria will be used to decide which cohort of 17 year olds will be selected? Some staff felt that the care of younger children in Oberstown Campus could suffer by virtue of the arrival of extra 17 year olds and <i>their</i> needs.</p> <p><i>Interesting/Concerns</i></p> <p>Will there be a remission policy similar to that in St Patrick's Institution introduced to the children detention school when the 17 year old boys come on campus? Mixing groups of young boys (12/13) with older boys (16/17) will create difficulties with both groups. How will the separation of committals from remands be achieved? How will children be segregated (e.g. by age/size/behavioural/background)? Assaults and injuries were felt likely to be more frequent. It was felt that restraint figures are likely to increase with more 17 year olds in the system. It was asked what plans were in place to deal with serious disorder in children detention schools. There was said to be a fear factor among certain staff members in dealing with older children.</p> <p><i>Management Response to issue of 17 year old boys</i></p> <p>The Government decision, in principle, as regards 17 year olds was taken in the best interests of the children and provided for under the Children Act, 2001 as soon as suitable accommodation becomes available. All risks will be managed and appropriate orientation training will be given. It is appreciated that changes will be needed and the co-operation of staff is very much appreciated. It is expected that placement of children (i.e. bed management) will be more appropriate if managed internally on Campus, i.e. the proposed Campus Director can decide where the best place on Campus is for each child remanded or committed by the Courts. The central allocations office will allocate staff where the need is greatest and the new roster will also allow more flexible deployment. The safety of staff in the children detention schools is a primary concern of the Board and senior management. The project will be built in an orderly manner and the arrival of more 17 year olds carefully planned. Legal advice has been sought from the Attorney General on many of the issues raised above.</p>

SECTION 6 Children detention schools - Terms and Conditions

Presentation content or topic raised by staff	Points raised by participants and management response, where appropriate.
<p>Terms and Conditions of existing/new staff</p> <p>Redundancies /Early retirement</p> <p>Recruitment and Career Development/ Recruitment/Outsourcing</p>	<p><i>Interesting/Concerns</i> What will be the terms and conditions for new staff? Current work contracts are specific to a school – will all staff be moved between schools? Family friendly policies, loss of earnings, general preference – are these being considered by management?</p> <p><i>Management Response</i> There are no plans to change terms and conditions for existing staff other than what is generally provided for under the Croke Park agreement/Croke Park 2 negotiations and roster/Labour Relations Commission negotiations. Terms and conditions will differ for new employees in line with Government policy for example all staff scales are reduced by 10% and a new pension scheme applies for new recruits. Mobility across the Campus will be a key element in the NCDF.</p> <p><i>Interesting/Concerns</i> Will there be a redundancy programme for staff? Will there be a package as happened to some Finglas Centre staff?</p> <p><i>Management Response</i> As expansion is envisaged for the new development (NCDF) there are no current plans to offer redundancy. There may however be a targeted Public Service wide redundancy scheme offered in 2013 however this will be part of general government policy. An actuarially reduced early retirement scheme is available to public servants over 50 years of age with sufficient service – however lump sum and gratuity payments are greatly reduced. From a management perspective a loss of many staff would result in a loss of expertise and experience.</p> <p><i>Positives</i> Staff felt job security was enhanced and career opportunities are possible. ‘New blood’ coming into the service was said to be a positive.</p> <p><i>Interesting/Concerns</i> Has the moratorium on recruitment been lifted? What qualifications/skills will be required of new staff recruited and what are their terms and conditions?</p> <p><i>Management Response</i> Sanction for additional staff in children detention schools will be negotiated with the Minister for Public Enterprise and Reform by the Minister for Children and Youth Affairs. Extra staff are needed to cater for the numbers on Campus when all 17 year old boys are detained in children detention schools rather than St. Patrick’s Institution. Professional qualifications will be the same as for existing staff. It will be a matter for the Campus Director and Central Staff Allocations Office to maximise staff resources (i.e. the new staff will not work wholly with the 17 year olds). Whilst ancillary activities will be centralised as much as possible on campus there are no current plans for outsourcing.</p>

Appendix A

Staff Information Day 7/11/12 Feedback

Positives	Interesting	Concerns
TABLE 1 Expansion Jobs guaranteed Re-energising Promotion	Change – injection of new staff, New facilities, Will it work, Re: Staff Integration, Staff Rostere, Staff Role, Staff Management, Will the sod be turned Is education compulsory	Assaults, Age group – 13 years olds Vs 17 years olds (not appropriate) child safety, Older teenagers do not like the childcare model. Training for Staff, Aging workforce, Staff to boys Ratio, Same Clients returning, No support for Staff (Supervision Debriefs Feed back), Escalation of violence – how will we be equipped to deal with this.
TABLE 2 New buildings (Modernisation) Recruitment of Staff (Young Blood), Training, Political will to make improvements (€€€), Onsite therapy interventions	Will the project be finished once the boys in St. Pats are moved Is there a move towards the step down units being utilised on campus New facilities Amalgamation of across campus (How?)	Fear of loosing the care model to the prison model. (emphasis of getting 17 year olds out of St. Pats. Where does OGS fit in this model(boys being sent to the campus to be appropriately placed) Girls 1 Unit Consistency of care if staff is moved around 10 units. (relationships with young people) Health and safety of all staff working with children coming from a prison model.
TABLE 3 Recruitments Consistency of policies across campus Consistency of care Working in state of art facility??	What options for staff who have difficulties working with older group and different gender Is there a plan for dealing with extreme unruly behaviour? What supports will be put in place to help staff through difficult periods in caring for young people Change is good but the process of change is what makes it good or bad?.	Finance being given priority over care. Mixing 13 year olds with 17 year olds (implications) Where will 17 year olds go interim Revolving Door – Care models for different age groups. 13-17 year olds Assaults up in THS since arrival of 16 year olds. Confirm Age – Safe Guards in place regarding age of young person on admission Adequate training for staff to deal with disruptive behaviour. What can we do to address staff morale. Is the Board of Management aware of stress and strain and other issues that arise for staff. Implications – age profile of staff. (aging staff profile needs to be addressed) Staffing Numbers (Ratios)
TABLE 4 Recruitment New Ideas Purpose built modern building	17 year olds in the new year, Time line of building completion Training Management decision on where a child is placed Policy remission on sentencing for client	Health and safety and welfare for all. Rosters not family friendly, Staffing Levels

Staff Information Day 14/11/12 Feedback

Positives	Interesting	Concerns
Table 1 Overarching management structure New building/ facilities for everyone Placement of the student will be more appropriate (managed internally) Plan to maintain relationship model as a work practice	Link between offending programme and level of crisis – room for development / training with bigger campus? Assumption that the three centres have the same work practices.	Education facility Plan/layout of building Physicality of older students (more challenging) Diversity of age (placements in unit and school) In interim of building works, what facilities are available for the students? Outsourcing of activities. Staffing levels Integration of new staff
Table 2 New services on site- P.W.O etc. Upgrade of facilities / Units Single room occupancy Recruitment New staff- Aging staff group	Possibility of 17 year olds before new build How are staff going to be involved during this time of change i.e. motivation , morale, development, participation How will they approach education of the young people (only one facility?) legal age for education? Awareness drug, alcohol etc.	Changing political climate On campus/ off – Unit activities diminished 17 year olds before build- No funding / New build Phase 1 = St. Pats (3 Units) – will phase 2 be built? Cross campus mobility for staff resources Challenges of integration 3-4 schools Older client group – (older staff group) Health and safety on campus during build
Table 3 Plan is known-(vision), Timeline Child care model- “ All previous Relations” Central Agreement to consult and communicate with staff Single occupancy Single management structure Training – which includes cross campus education	Implementation methods – strategy? for information Political interest shown (President) Single organisation Contradiction – mobility v relationship building, key working role. New methods to improve consultation / communication	Funding – Loan not approved yet as part of 39m? Rosters- no prior consultation Quality of management structure? Fresh start approach –which it should motivate and empower to improve performance Provisions for mixing 14 year old with 17/ 18 year olds- How appropriate the current model is with 17/18 year olds H.R. department on campus- should include a full time H/S officer Education programmes for 17/18 year olds (legal age to attend school) Any back up plan to liaise with Garda? (Unruly incidents) Assaultive behaviour – sanctions, safeguards, staff welfare. No proper forum for I.R. issues, resolution C.P.I effectiveness? Activity programmes! Supports – Incentive, Initiatives, proposals- focus groups

Staff Information Day 14/11/12 Feedback (cont.)

Positives	Interesting	Concerns
<p>Table 4 Effective communication New buildings Child care ethos, staying??? Some what contradicting</p>	<p>Woodlands – lessons learned? Is it not more effective/ suitable with 6 per unit – as run and advise Staff- 17 year olds- reducing number of 14-15 year olds. No consistency with staff movement Key worker Roll gone!!! Will new rota be in 3rd?</p>	<p>Will staff concerns really be listened too? Even if they don't mirror managements ideas Level assaults- Age group increasing Physicality of young people. Reality!!!! If management feel that staff are there greatest asset to the organisation. Are they so far removed away from reality not to see that the staff group are worried, demotivated, demoralised etc</p>
<p>Table 5 Adamant the child care model being kept The recognition that staff are best resource That there are forums to air our views/ concerns New buildings / jobs / one campus management</p>	<p>This has been a continued discussion for 5/6 years, the people its impacting on are staff primarily 30 beds extra on a budget 2.1 million – manage / cuts?? Taking 17 year olds from "certain categories" – what does this mean?</p>	<p>Aging work force How do management recognise value/ input staff team Especially in times of crisis When relationship model breaks down what's the alternative Lack of mental health provision Lack if recognition of female client group/ issues i.e. pregnancy/ mother and baby – one size does not fit all. More updated curriculum- skills based Specially trained teams to provide same Remand and committal together Mix of population- those with more serious charges mixing with those of lesser charges Increase of staff assaults Standardisation of contracts –" mobility" Goal posts changing No 16 year olds in St. Pats but we got them. No 17 year old without new building</p>
<p>Table 6 New buildings Acknowledgement of staff contribution – being central we are the glue. Maintaining child care model. New blood to compliment existing staff (acknowledgement of experience) Moving forward with a universal inclusive model. (From a medical point of view) ACCOUNTABILITY</p>	<p>Insight into level of levels incorporated across government departments</p>	<p>Minister attempted to RUSH 17 year olds on to the campus in light of St. Pats report and board of management stand firm. Present care model – Firm role of step down has being disbanded What extent at our level can we as staff impact decisions. Rosters / etc. Fate a complis / get on with it If IYJS decide to take on 17 year olds next march after consultation with minister and it's unsuccessful, the decision cannot be reversed. How we deal with this plan? PLAN B If further austerity measures are implemented to a greater degree, the development will impact on staff resources is curtailed. We will be expected to cope with these worrying conditions?</p>
<p>Table 7 New Build – Recruitment – what title IYJS supportive of current facilities not suitable for 17 year olds at present Questioning HIQA reports Sub committees</p>	<p>Suggestion of doubling up whom? Change Detention to campus/ not to individual school</p>	<p>Older young people not as willing to engage in current childcare model. Use of categories for selection process of 17 year old young people Aging workforce Concerns over CPI model, working within the childcare model Uncertainty about working practices to meet the needs of the future</p>

Staff Information Day 21/11/12 Feedback

Positives	Interesting	Concerns
Table 1 Building going ahead Increased staff levels (job security) Continuation of Care model	Change in legislation towards a single organisation and committals to campus Age groups – Behaviours Educational needs - Gender	What positives have we had to date? Recruitment of new staff Segregation of age groups? Working with different gender Standardisation of Roles in all units Lack of re- integration / step down Training Unruly children – what do we do? Job safety (Safety on the job) (CPI) Ignoring international best practice Changes without consultation (Driven top down)
Table 2 Job security New modern buildings/ facilities Keeping childcare model	Facilities – How are they going to manage them. i.e loss of tennis courts field Amendments to child care act	Rosters Court Escorts with older more serious charges. Working with female clients Child care model not working with 17 year olds Consistency of relationship model – inconsistent due to being moved around. Staffing levels – Terms and conditions 17 year olds mixing with 13/14 year olds Ageing demographic of staff integration seems to be one way. Geared towards one particular school.
Table 3 Building – if built??	Staff most important resource recruitment drive- Redundancy	<ul style="list-style-type: none"> • Roster – What efficiencies e.g. OGS – work 199hrs extra/ year. Job share roster??? • Brief when devising roster cannot see any regard for best practice models, W.R.T. care/ working time / work life balance • Child care model- continuity of care based on current proposed roster e.g. key- working etc. standardisation of work practice • Impact proposed roster – annual leave, sick leave is up • Number of assaults are up
Table 4 Opportunities Training etc VEC longer school year	17 year olds before new units It's interested that Deirdre said we must not think we "have it sorted now that we should continue to develop our service" moving to 10 bed units is a step backwards in delivery of care	Staff support/ supervision and protection Communication. Unresolved IR issues Will our concerns be heard and answered! Management structure, when will 1 Director be appointed? Recruitment of staff, when will this happen, the proposed roster = we do not have staff to run this. Severity of charges- childcare model.

Staff Information Day 21/11/12 Feedback (continued)

Positives	Interesting	Concerns
<p>Table 5 New opportunities- staff with skills and ongoing training New buildings Information day – honesty, chance to communicate 1 line management system – NEW Invite the chairperson to spend a shift in THS to see how we work as Joe (Horan) is only new from April this year. BOM? What experience do they have?</p>	<ul style="list-style-type: none"> • Health and Safety re: building • Laundry, maintenance, domestic, transport, security – savings? • Consultation? The lack of consultation • Roster – continuity of care – 2 Friday – 8-12- Saturday and 8-12 – Sunday. What care for your own kids – work life balance, family friendly, H&S for young people? 	Health & Safety –cost (SMS), (PPE) – SHWW act –Bullying , Sensitive Risk group. Ageing workforce options – compulsory? Staff assaults – approx 16 in THS CPI- fear factor, restraint element- managers have confirmed this part does not work. Always trying to be cost effective Night time services- lack of support can you do job safely
<p>Table 6 Information More communication Vision Shared Services More programmes (mental health) Recruitment More transparency P.P.P Holistic Care- 10 whole team approach Continued care model</p>	Shared vision Strategy Looking future A.C.T.S. Names to faces Being involved in collaborative change Integrated campus Education	Shared vision Strategy Looking future A.C.T.S. Names to faces Being involved in collaborative change Integrated campus Education
<p>Table 7 ACTS team Funding Recruitment- New ideas Overall vision of IYJS is now clearer</p>	Recruitment- New ideas Education for older clientele Activity programme and facilities Uniformity of assessments across campus Terms of reference for HR sub committee and what is vision for HR across campus.	Aging workforce – Burn out Package? Respect reciprocal staff/ management: inclusion in change 17 year olds building work completed Extra funding promised for 16/17 year olds where is it? Rosters – Serious concern – Lack of strategy / vision at a local level for dealing with older clientele and particularly change and management of change management. Research – Programmes – Anxiety - Stress

Appendix B

Oberstown Staff Information Day 21 November 2012 (J. Horan)

- Introduction to Board of Management by Joe Horan Chairman
- Board Members
- Sub Committee structure and
- Terms of Reference

Towards 2016 The Lifecycle Approach



- The key lifecycle phases include
 - Children,
 - People of working age,
 - Older people and
 - People with disabilities

Our challenge is to reach the individual

Members Of The Board

- Joe Horan
- Ursula Kilkelly
- Diego Gallagher
- Sylva Langford
- Colin Fetherston
- Barry Rooney
- Deirdre Keyes
- Gerard Mc Kiernan
- Dan Kelleher
- Pat Rooney
- Elizabeth Howard
- Rachel Grimes

Ministers Representative

- "Dan Kelleher is currently working as Principal Officer in the Irish Youth Justice Service (IYJS) with policy responsibility for the children detention schools. He is the representative of the Minister for Children and Youth Affairs on the Board of Management.
- Dan has previously worked in different management roles in the Department of Agriculture and Food (1991 - 1998), the Ombudsman and Information Commissioner (1998 - 2002), the Irish Prison Service (2002 - 2006), the Irish Naturalisation and Immigration Service (2006 - 2008) and the Irish Embassy to the EU (2008 - 2011). He is a graduate of NUI Galway (Bachelor of Commerce, 1995), Dublin Institute of Technology (Diploma in Legal Studies, 2001) and the Institute of Public Administration (Master of Arts in Public Management, 2011).

Health and Education Representative

- Gerard Mc Kiernan Local Health Manager
- Deirdre Keyes Education Officer County Dublin VEC

Community Representatives

- Mr. Pat Rooney and Elizabeth Howard are both Community Representative to Oberstown Board of Management
- Mr. Rooney has lived in the Oberstown area for all of his life. He was nominated over 20 years ago, through the Lusk Community Council as the Community Representative to the Board of Management for Trinity House School.
- He is involved with the local GAA club and the Senior Citizens Committee
- Elizabeth Howard has lived in Lusk for the last 37 years. She was elected to the Board of Management in 1990 by Minister Mary O'Rourke. She served on the Board continuously until 1997, and then periodically until the appointment of a new Board in 2008. She was then re-elected on to the current Board of Management

Staff Representatives

- Barry Rooney
- Occupation : Residential Care Worker Oberstown Boys School (14 years)
- Board of Management role : Staff representative

- Colin Fetherston have been employed in Trinity House School as a Residential Care staff for the past 13 years.
- He is currently the elected staff representative on the Board of Management and has been since March 2012. He also sits on the Safeguarding Sub- Committee of the Board of Management.

Ursula Kilkelly

- Ursula Kilkelly is a Professor of Law at University College Cork where she is currently Head of Law. She is a widely published scholar on youth justice and children's rights and has particular expertise in the areas of police diversion, juvenile detention and youth courts. She has worked with international bodies (the EU and the Council of Europe) to develop international standards in these areas and has undertaken research for bodies like the NI Human Rights Commission, the Ombudsman for Children and the Council of Europe. She is author of a number of books including Youth Justice in Ireland, published in 2006.

Diego Gallagher

- *Diego Gallagher is an Associate with Byrne Wallace solicitors in the firm's Health Services Department. He has extensive experience representing and advising the Health Service Executive in relation to health care and child care law. Diego gives advice in relation to child protection, mental health, and adoption. Diego has extensive Court experience and has made applications in person in the District Court, Circuit Court, High Court, Coroners Court and he has also appeared before the Adoption Board. Diego provides training and lecturing in healthcare law to clients.*

Sylda Langford

- Sylda Langford is the former Director General of the Office of the Minister for Children and Youth Affairs in the Department of Health and Children. Prior to this, she was an Assistant Secretary General in the Department of Justice and Law Reform for nine years. She has had extensive experience in policy and legislative work across a broad range of government areas. She is Chair of the [Citizens Information Board](#). She has a professional background in social policy and social work and is a graduate of University College Cork and the London School of Economics.

New Board Member

- Rachel Grimes is a political activist for the Labour Party in Westmeath and is currently Chairperson of both her local branch and electoral area. Her qualifications are in radio production and print journalism and is currently taking a career break while her husband returns to full-time education. She has two children, ages 7 and 2.

Joe Horan

- Commenced in Wicklow County Council in 1968.
- Appointed Assistant County Manager with Meath County Council 1995
- Served as County Manager in Meath County Council 1996 – 2002.
- Appointed County Manager South Dublin County Council 2002 - April 2012.
- Served on a range of National bodies
- Chairman NTMAC
- Leading a Traveller Development Project
- Chairman CDI Tallaght
- Board Member Headstrong
- Board Member Respond!
-

Campus Vision/Development

- Terms of Reference
- *To support the development of a strategic vision for the Oberstown Campus;*
- *To ensure the proper measures (and structures) are taken/put in place to ensure the achievement of this vision;*
- *To promote research and evaluation of all Oberstown functions/activities;*
- *To ensure relevant data and information is collected and shared between all relevant agencies in pursuit of the vision.*

Human Resources

- The sub-committee recognises that its principal objectives are:
- to promote best practice human resource management (HRM) on the Oberstown campus and a stable and productive industrial relations (IR) climate
- to review existing HR policies^[1] in the children detention schools with a view to ensuring a cross – campus, integrated management approach in this area to the maximum degree possible e.g. selection, recruitment, training, grievance procedures, disciplinary procedures, leave entitlements, communications, IR protocols etc
- to devise additional HR policies where none currently exist, in line with best practice
- to present all such HR policies to the Board of Management for formal approval and implementation
- to ensure that all approved HR policies are clearly communicated to the Directors and staff of the children detention schools in a timely manner
- In accordance with relevant HR policies, to hear and adjudicate on appeals that may be made by any employee of the children detention schools. This may include assignment of appeals to independent third parties as the sub-committee may determine.
-

Child Protection Sub Comm

- The sub-committee recognises that its principal objectives are:
- to review all proposed policies, procedures developed for use in the children detention schools with a view to ensuring that they comply with the Safeguarding Policy as it relates across the three schools.
- to request further information or further input from the working group that was responsible for developing the policy document prior to submission to the Board of Management.
- to present all such policies to the Board of Management for formal approval, adoption and implementation.
- to ensure that all policies and procedures, as adopted by the Board, are clearly communicated to the Directors and staff of the children detention schools in a timely manner and are acknowledged in writing by each staff member.

Finance Audit Sub Committee

- **Financial:**
- Ensure the CDS budget is aligned to the IYJS strategy statement and priorities for the year.
- Monitor and report on the CDS financial performance against IYJS priorities and approved budgets.
- Where possible formulate strategy suggestions for BOM approval for improving the financial position of the CDS.
- Approve CDS annual budget allocations within the context of the overall allocation available to the schools.
- Direct the undertaking of specific financial analysis as required by the BOM.

- **Audit:**
- Request the internal audit function to examine specific areas of the CDS on foot of information provided IYJS/ BOM.
- Review internal audit reports and approve the corrective action required and the timeframe for implementation.
- Provide proposals to the BOM regarding any unresolved findings from audit assignments.
- Approve the completed annual Corporate Governance template as appropriate to the CDS.
- Review the annual audited financial statements of the three CDS and make recommendations to the BOM as appropriate.

- DAN KELLEHER
- IYJS

Oberstown Campus Integration

- Presentation from the Irish Youth Justice Service (IYJS)
- Wednesday, 21 November 2012

1. Introduction

- Why are we here today
- Board / IYJS vision – integrated campus
- IR processes – ongoing – without prejudice
- Request for better communication
- Topics: building project, campus integration, 17 year olds, Children Act, national context, trends into 2013

2. Building Project

- Context
- Rationale
- Advantages
- Timeline
- Risk Management
- Implementation
- Funding

3. Integrated Campus

- Single organisation and roster
- Training
- Shared Services (laundry, maintenance, transport, domestics, security)
- Single management team / structure

4. 17 Year Olds

- NCDF
- St Patricks Report
- Staffing – recruitment and orientation

5. Legal Change-Children Act

- Single Organisation
- Committal/ remand to the campus not to individual children detention school

6. National Context

- Croke Park Agreement
- Pressure on Resources

7. Trends into 2013 (i)

- Building Programme
- Continuous Change Management
- Major Political Interest – Dail, Minister, Government, Others
- Consultation, communication processes

8. Trends into 2013 (ii)

- Board Governance
- A.C.T.S
- Possibility of a Limited Number of 17 Year Olds
- H.I.Q.A. Dialogue

Thank you

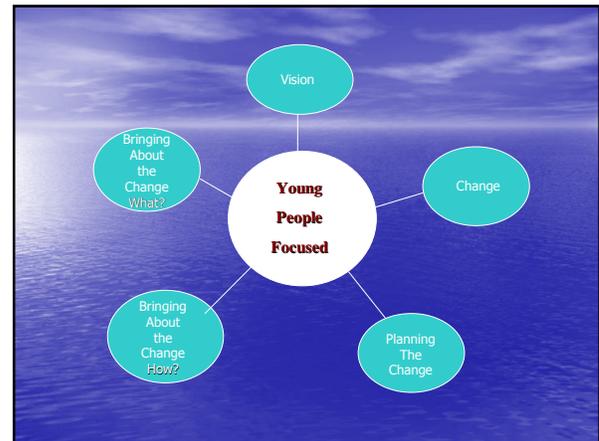
- Dan Kelleher, Irish Youth Justice Service
- Ph. 01 6473079
- dan_kelleher@dcya.gov.ie

Oberstown Campus **Staff Change Management Days**

7th, 14th, 21st November 2012

Deirdre C Seery
Director
Trinity House School & Oberstown Girls School

- Welcome & Introduction
- Vision
- Change
- Planning the Change
- Bringing About the Change – HOW / WHAT ?



Vision

- Building Project
- Integrated Campus
- 17 Year Olds – St Patrick's Report
- Legal Compliance / Children Act
- National Collective Agreements – Croke Park

Change

- In / Out of our control
- Planned / Unplanned
- Economic
- Political decisions.
- Events
- The Need to create efficiencies
- The Need for smarter working
- The Need to improve service delivery
- The Need to meet evolving service needs.

Planning the Change

- Inform
- Allay Fears
- Focus and Structure
- Consult and Listen
- Feedback
- Manage the Change

Bringing about the Change – HOW ?

- Campus Representative Groups
- Timeframes
- Communication Systems
- Progress Reports
- Training
- Review Systems

Bringing about the Change – WHAT ?

Strong Leadership
Champions of Change
Support
Resources
Team Work
Opportunities
Recognise Mistakes, Correct and
Move Forward
Trust the Groups to do their Work

Young People Focused

Preserve and Enhance
Holistic Care Model

Valued staff resources

**We all need to embrace the
challenge to change**

STAFF INFORMATION DAYS November 2012 (B. Hogan)

- Introduction
- History
- Future
- Translating
- Core Aspects of the Work

OBERSTOWN CAMPUS Remand /Short Term Care/Long Term Care

- Changing Group Dynamics
- Gathering Information
- Building Relationships
- Ensuring a safe environment for all.
- Managing Behaviour.
- A day to a year.

Oberstown CAMPUS

- Trinity House School
- Oberstown Boys School
- Oberstown Girls School
- **ONE INTEGRATED CHILDRENS
DETENTION SCHOOL**
- Finglas Childrens Centre
- St Josephs Ferryhouse

Oberstown Campus

- CHANGE
- CHALLENGE—TRANSLATE-INTEGRATE

Oberstown Boys School. Profile of Young Person.

- Charged with or convicted of a criminal offence
- Under 17 on admission.
- Risk
- Typically
- Trauma
- Abuse-Neglect
Sexual Abuse
Psychological Abuse
Emotional Abuse.
- Socially disadvantaged
- Learning difficulty
- Interrupted Schooling

OBERSTOWN CAMPUS

- CHANGES
- CONSTANTS ?
- CONSTANTLY CHANGING?

Oberstown CAMPUS

- Behaviour Modification
- Milieu Practice of Care
- Therapeutic Crisis Intervention/CPI
- Individual Programs of care education and reintegration
- Offending Behaviour Program

Oberstown CAMPUS

- Child Centered Practice
- The Reflective Practitioner(Supervision)
- Mentoring
- Standards

Oberstown Boys School- OBERSTOWN CAMPUS

- Our Staff are our most important resource
- Motivated empowered well managed staff provide quality care