

# OBERSTOWN CHILDREN DETENTION CAMPUS

## STRATEGY 2017 - 2020





## Introduction

Oberstown Children Detention Campus (Oberstown) provides safe and secure care and education to young people referred by the courts. Oberstown falls under the aegis of the Irish Youth Justice Service and is managed by a board appointed by the Minister for Children and Youth Affairs in June 2016.

As part of a significant programme of change and modernisation, and building on the Irish Youth Justice Action Plan 2014-2018, Oberstown developed this Strategy in consultation with staff, management and external stakeholders. The Strategy sets out the agreed vision, mission and values for the Campus and identifies five strategic objectives, the first of which is to ensure that young people are provided with the best possible care. The Strategy commits to developing our people, enhancing communication and delivering robust governance and accountability.

Oberstown is committed to working with the Minister for Children and Youth Affairs and the Department during the period 2017- 2020 to achieve the goals set out in this Strategy.





## Our Mission

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

## Our Vision

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

## Our Values

At Oberstown, we believe our values include:

- Respect
- Learning and reflection
- Working Together
- Honesty and Integrity
- Commitment to quality care and support.

# Oberstown Strategic Objectives

The five key strategic objectives that will drive our strategy in the period to the end of 2020 are to:



## Strategic Objective

### 1

## Provide the best possible care for young people

**By 2020, we will:** have taken steps to implement the CEHOP framework (Care, Education, Health and Welfare, Offending Behaviour and Preparing for Release) on a consistent basis across the Campus.

To deliver this we will:

- Review and revise all relevant policies that support the CEHOP framework, promoting staff awareness of these policies and management responsibility for their implementation;
- Appoint a Young Person Programme Manager to develop and lead out on specific evidence-based programmes to address offending behaviour;
- Review behaviour management policies and procedures in consultation with staff and taking into account the views of young people;
- Ensure that restricted practices are implemented in line with approved policies and procedures;
- Take further steps to promote a Campus-wide and holistic approach to CEHOP, with shared practices and approaches across residential units and the Oberstown School, with enhanced access to learning in line with the needs of young people;
- Work with external agencies to ensure that the complex needs of young people in Oberstown are met;
- Adopt a Campus Strategy to promote the participation of young people in decision-making.

**By 2020, we will:** Promote Oberstown as a secure and safe environment for the care of young people by providing suitable physical infrastructure and the effective implementation of all operational procedures in its use.

To deliver this we will:

- Work with our stakeholders to agree a Campus Facilities Management Plan that provides effective management and support for the physical estate;
- Develop a Plan for the future of the physical Campus, identifying priority physical works.

**By 2020, we will:** Have in place multi-agency and specialist support to deliver effective assessment and clinical and therapeutic services to young people in line with their needs.

To deliver this we will:

- Ensure that the best supports and services are provided to young people during their detention in Oberstown and where possible on their return home in conjunction with other agencies;
- Take steps to make publicly available information on the care provided to young people and factors associated with their care in conjunction with the IYS and Department of Children and Youth Affairs.
- Take steps to ensure that the range of supports that young people need are provided through better placement planning, effective working with key workers and ensuring that young people have a say in these processes in line with the Oberstown Strategy on the Participation of Young People in Decision-Making;
- Deliver on the Oberstown agreed measures and metrics to support the full implementation of CEHOP.

**By 2020, we will:** Promote the collation, analysis and use of good quality data to support the quality of care provided to young people.

To deliver this we will:

- Implement the new case management system across Campus, providing enhancing recording of decision-making;
- Ensure that accurate data is readily available to decision-makers and taken into account in both operational and strategic decision-making;
- Take steps to make publicly available information on the care provided to young people and factors associated with their care.

## Strategic Objective 2

### Develop our people and our organisation

**By 2020, we will:** Have in place a people and career development strategy with clear alignment to employee development, skills enhancement, continuing professional development and succession management practice.

To deliver this we will:

- Have in place a skills matrix for all staff;
- Develop and implement a staff training and development plan consistent with identified needs from our performance management process;
- Develop a set of career pathways where applicable and appropriate for staff;
- Develop and implement a Continuing Professional Development model for all grades within Oberstown;

**By 2020, we will:** Implement our revised grading structure with appropriate promotional opportunities for staff.

To deliver this we will:

- Engage with our staff and trade unions to ensure that our existing grading structure and proposed additional grading opportunities are negotiated and implemented;
- Review our practices to ensure that fairness and transparency applies in all promotional situations.

**By 2020, we will:** Put in place a programme of supports and enablers to ensure the smooth implementation of registration for our Residential Social Care staff.

To deliver this we will:

- Ensure that we have identified the necessary competencies and modules necessary for Residential Social Care staff to meet the impending standards and put in place the needed training programmes;
- Assess the gaps between our existing staff groups' knowledge and practice and the standards;
- Recruit all future new care staff to the necessary standards for certification and registration.

**By 2020, we will:** Have reviewed and enhanced our performance management processes and ensure that all staff have a clear understanding of their roles and responsibilities

To deliver this we will:

- Implement phase 1 of the Performance Management Development System (PMDS) for management;
- Roll out PMDS for other staff groups;
- Invest in our management groups with a view to developing and enhancing their capability to support better decision-making in all areas.

## Strategic Objective 3

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

**By 2020, we will:** Have adopted a revised policy and procedure framework, ensuring unambiguous guidelines and procedures are in place in all areas.

To deliver this we will:

- Ensure that all revised Campus policies are evidence-based, communicated effectively to staff and young people, and their implementation supported by unit and senior managers;
- Implement a system of regular policy review, taking into account the views of young people and staff;
- Take steps to promote and test consistent adherence to recording decision-making;
- Ensure information is available to the Board of Management to enable scrutiny of Campus policy implementation.

**By 2020, we will:** Have in place appropriate external certification of our operation such as ISO for Health and Safety and ISO accreditation in our Catering Department.

To deliver this we will:

- Commence the documentation of the 'how we do things' from a quality standards perspective in Oberstown for the health and safety and catering functions;
- Put in place a project team to drive the ISO accreditation processes in these areas;

**By 2020, we will:** Develop a programme to support student placement and Continuous Professional Development for staff.

To deliver this we will:

- Engage with relevant Higher Education providers to identify opportunities for student placements;
- Actively promote a system of continuing professional development for staff.

## Strategic Objective

# 4

### Enhance communications aligned to our values and mission

**By 2020, we will:** Have enhanced the public understanding of the Oberstown mission and vision to provide excellence in the care and education of young people in detention.

To deliver this we will:

- Adopt a Communications and Engagement Strategy to ensure stakeholders are regularly informed of Campus developments and initiatives;
- Continue to engage with the public to raise awareness about and build confidence in Oberstown;
- Enhance staff understanding of their roles and their contribution to developing pro-social model of engagement with young people.

**By 2020, we will:** Support strong engagement with our neighbouring community.

To deliver this we will:

- Engage with our neighbours to better understand their needs;
- Develop an enhanced community engagement programme to ensure these needs are met in a mutually beneficially way.

**By 2020, we will:** Implement a series of actions to create an Oberstown Campus culture.

To deliver this we will:

- Support the development of the associated behaviours for our values and communicate how these values affect our practice;
- Seek to enhance the reputation of the Campus through a series of culture initiatives and the creation of a common language;
- Develop and implement a staff engagement programme to focus on cultural change.

## Strategic Objective

# 5

### Deliver robust governance at all levels and drive effective accountability

**By 2020, we will:** Establish a clear understanding of the Oberstown governance structure.

To deliver this we will:

- Make available a clear concise map of the organisational structure with areas of responsibility;
- Implement the legislation and policies as set down by the Minister for Children and Youth Affairs.
- Develop and implement a Campus Code of Conduct;
- Ensure that good practice in governance is applied in all areas of our operations.

**By 2020, we will:** Continue to enhance the accountability provided by management, including the Board of Management, for the Campus.

To deliver this we will:

- Have effective IT systems in place to act as an enabler of enhanced case management, information sharing and availability of relevant data for decision making;
- Ensure the Board is supported to provide effective oversight by the provision of timely information;
- Engage with a variety of audiences nationally and internationally to share the experiences and expertise in the practices of youth detention;
- Actively participate in youth justice decision-making at the national level, including in the development of a long-term vision and legislative programme for the sector.



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