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Information
and Quality
Authority**

An tÚdarás Um Fhaisnéis
agus Cáilíocht Sláinte

**Social Services
Inspectorate**

OBERSTOWN BOYS' DETENTION SCHOOL

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1. Introduction

Name of Detention School	Oberstown Boys' School (OBS)
Dates of Inspection	24 th - 27 th May 2010
Type of Inspection	Unannounced Inspection
Inspectors	Patrick Bergin (Lead Inspector) Michael McNamara (Co-Inspector)
Authority to Inspect	The Health Information and Quality Authority (HIQA) Social Services Inspectorate (SSI) carry out inspections of Children's Detention Schools under Section 185 of the Children Act 2001 as amended by the Criminal Justice act 2006.
Purpose and Function	OBS provides a residential service to the courts for male young offenders aged between 10 and 16 years prior to admission. It is funded by the Department of Justice, Equality and Law Reform (DJELR) and managed by an executive board of management. OBS comprises of three residential units, and operates in two parts. The two long term units offer long-term care and education to boys who have been committed to custody after conviction for criminal offences. ¹ A third unit, the remand centre, is for boys remanded to custody while awaiting trial or, having been convicted, waiting sentence ² . The unit also accommodates boys in respect of whom the court has postponed a decision.
Accommodation	OBS is one of three children detention schools sharing a spacious campus in a rural setting, the other two being Oberstown Girls' School and Trinity House School. The campus has external security fencing. The school also has an administration block, an education centre, shared with Oberstown Girls' School and operating under the aegis of the Vocational Education Committee (VEC), and a gymnasium.
Number of places	20 (12 in long term units, 8 in the remand unit)
Occupancy on Inspection	18 (12 on committal, 6 on remand) (One of the boys on committal was absent without leave for three weeks at the time of the inspection but was subsequently returned to the school.)
Age range	10 - 16 years

¹ Under the terms of section 142 of the Children act 2001, as amended.

² Under Section 88 of the Children Act 2001

Management

OBS is managed by a board of management appointed by the Minister for Children and Youth Affairs. The board is responsible for the direct governance of the school in accordance with policy guidelines laid down by the Minister for Justice, Equality and Law Reform through the Irish Youth Justice Service (IYJS). It is also responsible for the selection, vetting, appointment and dismissal of staff subject to the Minister's approval, financial management and control, the maintenance and upkeep of the premises, furniture and equipment, and the provision of an annual report on the operation of the school and such other reports, statistics and information as the Minister may require. Prior to the inspection, the chairperson had resigned and during the inspection new chairperson was appointed by the Minister.

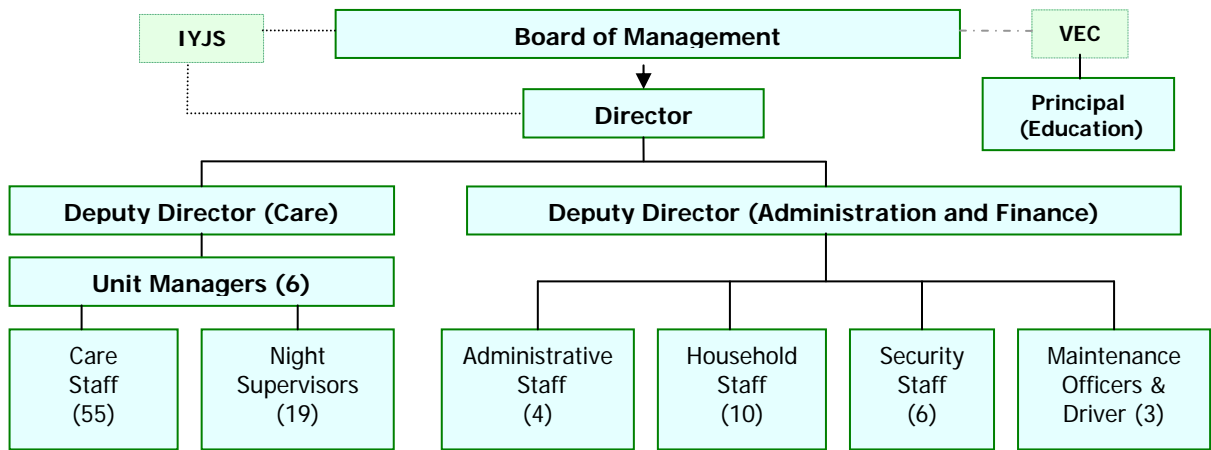
Overall responsibility

The overall operational responsibility for OBS rests with the director, who is supported by two deputy directors, each of whom has designated responsibilities. One has responsibility for care provision, and is the school's designated child protection officer. The second director was on sick leave for an extended period and had responsibility for personnel, finance, administration, oversight of the maintenance of the premises, and health and safety was distributed amongst senior and middle management. The director attends board meetings, as a non-voting member. A representative of the IYJS also attends. Each of the three units was headed up by a unit manager and a fourth unit manager covered managers' periods of absence and rosters. Two unit manager posts were transferred to OBS following the closure of Finglas Children Assessment Centre. One unit manager took responsibility for Health and Safety and the other was to manage the Night supervisor's rosters and duties. The deputy director and unit managers were 'on call' in rotation.

Staffing

At the time of the inspection, the school employed a total of 97 staff. This increase was as a result of the transfer of staff from Finglas Child and Adolescent Centre to Oberstown Boys School. A number of staff were awaiting decisions on a redundancy offer. The outcome of these decisions would see a fall in the staff numbers but the reduction in numbers was not known at the time of the inspection. A number of staff were also on sick leave and this further reduced the number of staff available to managers to roster for work.

Organisational Structure of Oberstown Boys' School, November 2008



Methodology	<p>The inspection was carried against the <i>Standards and Criteria for Children Detention Schools</i>, issued by the Department of Education and Science (DoES) in November 2004 and adopted in November 2008 by the IYJS.</p> <p>Inspectors' judgements are based on evidence from several sources gathered through direct observation, examination of records and documentation, inspection of accommodation, and interviews with the chair of the board of management, the director, two deputy directors, two unit managers, five social care workers, a night supervisor, the nurse, the chaplain, the principal teacher, a social worker, and nine young people, and telephone interviews with three social workers, three probation officers and two parents. Inspectors examined the following documents:</p> <ul style="list-style-type: none"> • The school's statement of purpose and function, policies and procedures, • Summary information on the management and young people in the school, • Information for parents and young people about the school, • Census information on young people and staff, • Administrative records, young people's care files, and staff personnel records, • Details of the use of physical restraint, single separation, unauthorised absences, serious incidents and complaints for the previous twelve months, • Terms of reference of the Management of the Oberstown Campus (Draft) • Safeguarding Policy for Children's Detention Schools (Draft) • Staff rosters for each unit, • Minutes of Health and Safety meeting May 2010, • Audit Plan State Claim Agency March 2010 • Draft Fire Safety Policy, Irish Youth Justice Service April 2010 (revised) • Draft CPI Behaviour Management Policy and Procedures for Children Detention School, • Questionnaires completed by five young people, a social worker, and two parents. <p>The school was previously inspected by the Health Information and Quality Authority, Social Services Inspectorate in November 2008 and follow up inspection took place in July 2009. Inspection reports can be accessed through the Inspectorates website www.higa.ie inspection report number 269 and 336. OBS was inspected in 2006 by inspectors commissioned by the DoES. In this report reference is made to the recommendations of the 2008 and 2009 inspections.</p>
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1.1 Acknowledgements

The inspectors wish to thank the young people, parents, the director, managers and staff of the detention school, and other professionals who participated in this inspection.

1.2 Data on young people

Table 1 shows details of the 18 young people detained in the school at the time of the inspection, listed in order of admission. Six young people were remanded for various periods and twelve others were on committal orders.

Table 1 - Census of young people

<i>Young Person</i>	<i>Month & Year of admission</i>	<i>Age on admission</i>	<i>Length of remand</i>	<i>Length of committal</i>	<i>Month & Year of discharge</i>
# 1	May 2010	15 years 9 months	13 days		May 2010
#2	May 2010	15 years 10 months	12 days		June 2010
# 3	May 2010	13 years 10 months	4 weeks		June 2010
# 4	December 2009	14 years 11 months	4 weeks		June 2010
# 5	May 2010	15 years 3 month	3 weeks		May 2010
# 6	April 2010	14 years 9 Months	6 weeks		June 2010
# 7	September 2009	15 years 6 months		16 months	January 2011
# 8	July 2009	14 years 11 months		16 months	June 2010
# 9	July 2008	15 years 7 months		18 months	February 2011
# 10	November 2008	15 years 5 months		14 months	December 2008
# 11	May 2009	15 years 7 months		36 months	May 2012
# 12	February 2010	15 years 11 months		18 months	August 2011
#13	December 2009	15 years 8 months		33 months	September 2012
#14	February 2010	15 years 6 months		6 months	August 2010
# 15	January 2010	14 years 5 months		11 months	December 2010
#16	February 2010	13 years 10 months		12 months	February 2011
#17	February 2008	15 years 11 months		24 months	October 2010
#18	February 2010	16 years		24 months	February 2012

Source: Centre register 24-05-2010

Eighteen young people were on the school register at the time of the inspection. One young person was absent from the centre for three weeks. Details pertaining to the young person were forwarded to the Gardai Síochána on a daily basis. The young person was subsequently returned to the school.

2. Inspection Recommendations 2008

Following the inspection of Oberstown Boys Detention School in 2008, thirty-two recommendations were made. Inspectors found that seven recommendations were fully implemented, 16 were partly implemented and nine were not met. Details are shown in the table below.

<i>No</i>	<i>Recommendations of the 2008 OBS inspection</i>	<i>Responsibility for Implementation</i>	<i>Status</i>
1	The director and board of management of OBS, in consultation with the IYJS, should revise the statement of purpose and function and ensure that the revision of the young people's and parents' booklets be completed as soon as possible.	Board of Management, IYJS, Director of OBS	Partly met
2	The director of OBS should consult with the young people about ways in which greater choice can be exercised over the meals they receive.	Director of OBS	Met
3	The director and board of management of OBS should develop greater opportunities for exercise and recreation outside the units, including making better use of open spaces already available to them.	Board of Management, Director of OBS	Met
4	The director and board of management of OBS, in consultation with the IYJS, should develop the roles of all staff in providing living skills training to young people.	Board of Management, IYJS, Director of OBS	Partly met
5	The director and board of management of OBS should arrange for the routines of the remand unit to be reviewed in order to make the time spent there as purposeful and positive as possible.	Board of Management, Director of OBS	Met
6	The director and board of management of OBS, in consultation with the IYJS, should: <ul style="list-style-type: none"> • review its policy on care and control, • revise its system for managing behaviour, • review the use of physical restraint and single separation, • develop a policy and practice on the management of risk, • give consideration to making further opportunities for privacy available within the behaviour management system, • develop practice that emphasises the distinction between the management of behaviour and the management of risk. • 	Board of Management, IYJS, Director of OBS	Met
7	As a matter of priority, the director and board of management of OBS should: <ul style="list-style-type: none"> review the use of single separation, • reduce its frequency, • ensure that in every instance it conforms to the standards, and ensure that practice reflects the principles of children's rights.	Board of Management, IYJS, Director of OBS	Partly met

8	The IYJS should enter into discussion with the Department of Health and Children with a view to developing common standards for the use of single separation in all places where young people can be legally detained.	IYJS	Not met
9	The director and board of management of OBS should ascertain and record the wishes of parents about the religious upbringing of their children.	Board of Management, Director of OBS	Met
10	The director and board of management of OBS, in revising the system for the management of behaviour should give consideration to making further opportunities for privacy available.	Board of Management, Director of OBS	Partly Met
11	The IYJS should review the school's child protection policy, liaise with the HSE to develop protocols for notification of child protection concerns, and ensure that a competent external element is involved in the process.	IYJS	Not met
12	The IYJS, in consultation with the school's director and board of management, should review the whistle-blowing policy and ensure that staff have sufficient confidence in it for it to fulfil its purpose of protecting young people.	IYJS	Not met
13	The director and board of management of OBS, in consultation with the IYJS, should carry out a review of practice in children's rights to ensure that staff are confident about them and able to promote their facilitation.	Board of Management, IYJS, Director of OBS	Partly met
14	The IYJS should develop policy and set out clear objectives and definition of roles for independent advocates.	IYJS	Not met
15	The director and board of management of OBS, in consultation with the IYJS, should introduce a formal risk assessment at the point of admission of young people placed on remand that informs an individualised programme for managing risk and behaviour.	Board of Management, IYJS, Director of OBS	Not met
16	The director and board of management of OBS, in consultation with the IYJS, should carry out a thorough review of the planning process. It should rename the plans in order to avoid confusion with statutory care plans, and it should ensure that the plans, programmes of action and reviews are tailored to lengths of sentences.	Board of Management, IYJS, Director of OBS	Met
17	The IYJS should enter into discussion with the HSE and probation service about the continuity of support for young people in preparation for and after their leaving the school.	IYJS	Not met

18	The director and board of management of OBS should develop further its preparation for leaving and aftercare procedures and practice guidelines.	Board of Management, IYJS, Director of OBS	Partly met
19	The board of management should produce a statement clearly defining the role of the board, its responsibilities, authority, monitoring function in accordance with standard 6.9, including in the statement the lines of accountability of the directors and the board's relationship with the IYJS.	Board of Management	Not met
20	The director and board of management of OBS should review the unit managers' role in monitoring care practices and ensure that it is better evidenced.	Board of Management, Director of OBS	Partly met
21	The director and board of management of OBS, in consultation with the IYJS, should review the deployment of staff.	Board of Management, IYJS, Director of OBS	Not met
22	The director and the board of management, in consultation with the IYJS, should determine how it is to remedy the deficiencies in vetting, and ensure that in all future appointments the national guidelines on vetting are rigorously followed.	Board of Management, IYJS, Director of OBS	Met
23	The board of management should give priority to arranging visits to the school in accordance with the recommendation of the 2005 inspection.	Board of Management	Not met
24	The IYJS should determine which model of staff supervision is to be used in the detention schools and the director should ensure that it is properly implemented.	IYJS	Partly met
25	The director and board of management of OBS, in consultation with the IYJS, should draw up a comprehensive programme of training for staff that includes: <ul style="list-style-type: none"> • training for the chair of the board of management, the director, deputy director and unit managers in charge management; • training in <i>Children First: Guidelines on the Welfare and Protection of Children</i> for the Designated Child Protection Officer and unit managers; • training in health and safety for the deputy director with overall responsibility for health and safety, the health and safety and maintenance officers, and the staff health and safety representatives; • training in fire safety for those staff who have not received it; • training in the rights of children in detention for a broad range of the care staff. 	Board of Management, IYJS, Director of OBS	Not met

26	The director and board of management of OBS, in consultation with the IYJS, should streamline the system of recording and ensure that it is complete, accessible, accountable, regularly monitored, secure and appropriately archived.	Board of Management, IYJS, Director of OBS	Not met
27	The director and board of management of OBS, should arrange for a representative of the Fire Authority to visit the school annually in accordance with standard 9.10, and ensure that fire drills are carried out regularly in accordance with the recommendation of the 2005 report.	Board of Management, Director of OBS	Not met
28	The director and board of management of OBS should provide all staff with clear direction, training and guidance in health and safety so that the highest standards of safe care can be sustained.	Board of Management, Director of OBS	Not met
29	The IYJS should determine a policy on the requirement of the standard 9.9 that the school requires written confirmation of compliance with building control and fire safety regulations.	IYJS	Not met
30	The director and board of management of OBS should arrange for a comprehensive health and safety audit to be carried out. The audit should include an assessment of the potential for self-harm.	Board of Management, Director of OBS	Partly met
31	The director and board of management of OBS should ensure that the health and safety statement is updated so that it identifies who has responsibility for the safety, health and welfare of the young people and staff.	Board of Management, Director of OBS	Not met
32	The director and board of management of OBS, in consultation with the IYJS, should establish a means whereby the offending behaviour programme can be formally evaluated and regularly monitored.	Board of Management, IYJS, Director of OBS	Not met

3. Summary of Findings

3.1 Practices that met the required standard

3.1.1 Care of young people

Inspectors found there was a high level of care evident during the inspection. Interaction between young people and staff was positive and young people spoke confidently about the care they received from staff. There was a strong emphasis on recreational activities and young people were involved in football, tennis, and golf on the campus. There were off-site activities also but this was subject to young people earning permission to leave the campus, called 'mobility' in the school, through a behavioural management rating system.

Within the units boys had access to computer games, x-box, pool and television. All the boys spoke positively about the food available to them. In the committal units boys explained that food was cooked centrally in another location and transported to the units. If they did not like the meal available, other food was available in the unit which they could then prepare. In the remand unit boys were less clear as to their options if they did not like the prepared meal.

The condition of the remand unit was raised by a number of boys during interviews. They appreciated that the building old but were unhappy about the grime and dirt evident in cracks between walls and floors. This matter is addressed further under the section on premises, safety and security.

3.1.2 Good relationships

Inspectors found that the relationships between young people and staff were good. The young people told inspectors that they were well looked after by staff. They said staff were easy to talk to and if they had worries or complaints they could raise them with staff. In the weeks before the inspection there had been a transfer of a large group of staff from Finglas Child and Adolescent Centre (FCAC). A number of boys made reference to keyworkers who had left the school as they were temporary contracted staff whose employment had ceased in order to accommodate the newly transferred staff. Some boys found the change of personnel difficult, but some were familiar with staff from their previous placements at FCAC.

3.1.3 Privacy

Due to the nature of the school and the focus on security, there were challenges in providing young people with a high level of privacy. Young people have access to a phone and specific lengths of time each day to contact family members. The phone was situated at the front door of each unit where there was a lot of activity. Some young people felt that they had little privacy on the phone due the location. This had been raised at a previous inspection and options were to be explored. The situation had not changed.

Each boy had his own bedroom with separate storage space external to the bedrooms for belongings. In the committal units there was a high degree of pride evident from boys about their rooms. They had attempted to personalise their space with posters and floors mats. In the remand unit this level of interest was not evident as many of the boys on remand remained for short periods of time. The practice of searching boys on return to the school was seen as a security measure. One room in each unit was designated for this purpose. While inspectors acknowledged the efforts made by staff to respect the boy's dignity during this process, inspectors advise that visibility into this room through the external window should be restricted so as to reduce anxiety of boys during the process and maintain levels of dignity.

Boys told inspectors they can meet family members in private in the school. Visits have to be managed to reduce prohibited items from being brought into the school. They can also see social workers, probation officers or solicitors in private.

3.1.4 Management of Behaviour

The school had a system of behaviour management referred to as 'levels'. Boys in the committal units were rated about particulate aspects of their behaviour on a daily basis which formed a weekly score. These rating affected their pocket money, mobility trips and bedtimes. Boys in the remand unit were also rated on a daily basis but this affected their levels daily. Boys said they understood the system well and found it to be fair. They told inspectors that they did not have a say in the rules and some of these they did not like. Boys in the remand unit spoke negatively about the ban on smoking on the campus, but the subject was not raised by any of the boys in the committal units.

Inspectors were told that boys may be sent to bed early if there were concerns about their behaviour or if they refused to take direction from staff. Some young people expressed the view that they were sometimes punished twice, once through the rating system which affected pocket money and activities and then through being sent to bed early. Other young people felt staff had no choice but to sanction boys in this manner. There was no system in place to review a decision/sanction made if a boy felt the sanction was unjustified unless they made a formal complaint.

The locking of boys into their bedrooms was also raised by them. There was a general understanding in the units that when young people refused to attend school, they would remain in their locked bedrooms during the school time period. While it was noted by inspectors that efforts to re-engage young people to attend classes would be undertaken by staff the locking of boys into their rooms appeared severe. This view was formed as the locking of boys into their bedrooms is also used when there is a need to monitor a young person if there is a concern about the use of drugs or the potential escalation of a violent situation. This issue is further explored under the section on single separation.

3.1.5 Unauthorised Absences

In the twelve months leading up to this inspection, there were 13 unauthorised absences. Three of these were classified as Absconds, which meant that the young person took unauthorised absence during an outing from the school, and the remaining ten were Non-returns from authorised leave. The length of unauthorised absences ranged from one day to eighteen days. At the time of the inspection one young person was missing 23 days however prior to completion of the report he had returned to the school.

Inspectors found evidence of notifications to the Gardai of these unauthorised absences. Daily contact was maintained with the Gardai Síochána when a young person was unlawfully at large. Contact was also maintained with families in an attempt to encourage young people to return, to support families and assist Gardai Síochána in identifying possible locations where young people could be found.

3.1.6 Care planning and review

The school had a system in place to develop placement plans for each of the young people in the school. Case conferences and reviews were held to address young peoples short and medium term needs. There was evidence of consultation with parents/guardians and family members as part of this process. Educational plans and exit strategies from the school were also planned. It was evident to inspectors that the care planning for young people on committal orders was robust.

However, care planning for young people on remand was less structured due to the unpredictability of the lengths of stay in the school.

Contact was evident between young people, care staff and probation officers, social workers and solicitors. However, the level of contact varied depending on each young person's circumstances. Key workers played a significant role in coordinating and maintaining contact with professionals and family members. Inspectors found a significant improvement in the planning processes since the last inspection.

3.1.7 Partnership with families

There was evidence in OBS records of regular contact between parents/families and the staff. Feedback from parents through interviews and questionnaires reinforced this view. Inspectors found evidence of young people being facilitated to visit parents in other institutions. Young people spoke positively about the regular contact they had with families through phone contact. Inspectors saw evidence of this throughout the inspection. Young people and families highlighted difficulties in visiting the school due to the location of the school and the distance they lived from it. However, inspectors saw evidence of staff encouraging visits and facilitating transport for families where possible. Parents and families also attended the school to participate in case conferences and reviews.

The school was at an early stage in its development of a model of assessment of young people for the courts. With the closure of FCAC the services of a psychologist and social worker, whose primary role was the preparation of remand assessment reports for the court, were available to OBS and the other two schools on the campus. It was acknowledged by the director, psychologist and social worker that consultation with parents and family and their participation was an important component of the assessment. Ongoing discussion and consideration was in progress between the IYJS and the OBS to determine the assessment framework to be used in the school.

3.1.8 Management

The school has three components to the management structure 1. Director, 2. Board of Management, 3. Irish Youth Justice Service. The director was responsible for the operations of the school and was supported by two deputy directors and six unit managers. One of the deputy directors was on extended leave and his responsibilities were divided amongst the other managers.

Inspectors received a draft terms of reference for the Board of Management for the Oberstown Campus. At the time of the inspection the chairperson of the Board has resigned and a new chair person was just appointed by the Minister for Children and Youth Affairs. The role of the board needed further development so that it complied with standard 6.1. This includes the requirement for the Board to satisfy itself that the care of the boys and the condition of the school were satisfactory through frequent visits. Inspectors were told that the outgoing chair person visited the school and met with the young people. Inspectors were told by the director that the board was due to meet in the coming months and the role of the board would be discussed then.

The director provided monthly reports to the board on significant events affecting young people and staff. These incidents included absences, restraints, single separations and accidents. Due to the change in the chairperson of the board it was not possible to seek a view from the board on operations of the school or their plans for it.

3.1.9 Education

The education facility on the grounds of Oberstown operated under the aegis of the Vocational Education Council (VEC), and had its own board of management. Young people from the one of the

other detention facilities also attended the school. As found in previous inspections, the school had a well-equipped education facility. The relationship between the care and education staff was good. Inspectors were told by the school principal that young people's attendance was good. Young people interviewed said that they enjoyed education and some of them were about to sit their Junior Certificate exams. Others had undertaken FETAC modules and inspectors were told of a presentation of certificates made to young people for completing these modules.

3.1.10 Health

The Oberstown campus had two nurses (1.5 WTE) on site who managed the health needs of the young people. They maintain medical files on each young person and coordinate doctors and dentist appointments. They supervise the management and dispensing or prescribed and over the counter medicines. All the young people in the school were registered with a local GP practice and they received a medical examination on admission. For the majority of young people parental consent for medical interventions had been sought successfully. Where medical consent was not available from parents consent must be provided by the director. Inspectors advised that in the case of an emergency, documentation should be available on the young person's medical file of the director's consent. Inspectors found evidence where two young people had complex medical needs. The management of these issues was of a high quality and there was evidence of staff establishing plans to meet their needs on discharge from the school. The mental health needs of young people were a growing concern for staff in the school. The input of adolescent psychiatric services was identified as important in identifying needs and responding accordingly. The school had access to adult psychiatric services as required. IYJS told inspectors that discussions were underway with the HSE to access adolescent psychiatric services. The inspectors recommend that the director, in conjunction with the board and the IYJS, arrange for access to adolescent psychiatric services for young people as required.

3.1.11 Register and Utilisation of places

The school maintained a register which consisted of daily reports on the occupancy. It contained details on the names of young people on remand and those on committal orders. Daily reports on occupancy were issued to the IYJS. Analysis of the occupancy based on bed nights for the twelve months prior to the inspection showed that the average occupancy per month for the remand unit was 34.2% and the committal units were 86.1%. The committal units were at full capacity in June 2009 and April 2010. A breakdown of bed night occupancy is provided in table 2. The range of bed night occupancy per month for the remand over the twelve months ranged for six percent to sixty six percent.

OBS Bed occupancy: June 2009 – April 2010

Month	Remand Unit	%	Committal Units	%
May-09	93	37.5	347	95.8
Jun-09	26	10.8	360	100
Jul-09	60	24.1	369	99.1
Aug-09	53	21.3	357	95.9
Sep-09	36	15	319	88.8
Oct-09	41	16.5	322	86.5
Nov-09	15	6.25	243	67.5
Dec-09	118	47.5	247	66.3
Jan-10	148	59.6	242	65
Feb-10	149	66.5	254	75.5
Mar-10	136	54.8	348	93.5
Apr-10	134	55.8	360	100

3.1.12 Keyworkers

The school had a keyworker system which involved each young person being allocated two named staff. These staff linked with the young person on care issues during their placement in the school. They prepared young people for case conferences, maintained contact with families and acted as advocates for them. Young people named their key workers and were clear about their role. Some young people in the committal units described the negative impact of losing key workers whose contacts ended in March 2010. They said they found it difficult to rebuild relationships with new staff that were allocated to them as keyworkers.

3.1.13 Offending behaviour programme

Inspectors found a good level of engagement by young people in the offending behaviour programmes in the school. Some young people spoke positively to inspectors about the impact the program had on them. They said it gave them an understanding about why they had become involved in deviant and criminal behaviour, the impact their behaviour had on family members and others, and it explored areas such as alcohol and drug misuse.

Two care staff were trained in the programme and they delivered the training to the boys in the school. They were released on a part time basis from their care duties to meet with the boys individually. The programme was based on assessments of each boy's behaviour and particular models of the programme are prioritised depending on the length of the committal order and the perceived needs of the boy.

The trainers had access to clinical supervision and a proposal had been developed to research the impact of the program. Due to the financial costs of this research, it was not possible to proceed with the research. The option to acquire feedback from young people who had participated in the training was discussed during the inspection. Inspectors recommend that consideration be given to developing a methodology of informing trainers as to the views of young people who have participated in the program but are no longer in the school.

3.2 Practices that partly met the required standard

3.2.1 Purpose and Function

The inspections in 2005 and 2008, and the follow-up inspection in 2009 recommended that the statement of purpose and function be revised to provide more detail about what the school does and make it accessible to young people and parents. The Oberstown Boys school booklet and Parents and Guardian Booklet were available to inspectors and it contained information on the school, young people's rights, how to make a complaint and the routine of the school. The purpose and function was revised but it remained in draft form and the process of approval need to be completed. Inspectors were mindful that the Oberstown Campus was in the process of reconfiguring its management and staffing structure as part of an overall plan to integrate the service in one location. Similar to that recommendation of the 2008 inspection report the inspectors recommend that the director and the board on management in consultation with the IYJS agree and approve the purpose and function and review annually.

3.2.2 Religion

There was a brief policy statement in place addressing religious beliefs. During the previous inspection in 2008 it was advised that parents should be consulted about the religious upbringing of their child. No action had been taken on this advice within the school. Inspectors recommend that a system be put in place as part of the admission to determine parent's views on this issue.

The boys in the school had access to an on-site chaplain who participated in daily activities with young people in each of the units. Young people have easy access to her and engaged with her as they so required.

3.2.3 Accommodation

Some remedial works had been undertaken in the school since the last inspection. However, it was readily acknowledged by OBS and IYJS that the buildings were not suitable and needed replacement. Inspectors were told that as boys were locked into their bedrooms at night, they had to alert staff if they needed to use a toilet. Staff from other units and night staff had to be assembled before a young person could be allowed out of his bedroom to use the toilet facilities. En-suite toilets need to be available to boys to end this practice.

Inspectors found that ventilation in the bedrooms was poor. Bedrooms were very hot during the day due to inadequate ventilation. Boys reported that during the winter months the bedrooms were extremely cold. The quality of the mattresses in the bedrooms was highlighted as uncomfortable by all the boys interviewed. They described the mattresses as very thin and due to the external covering for fire protection, the mattresses were very uncomfortable to sleep on.

3.2.4 Use of Physical Restraint

OBS staff were trained in a new intervention method in the prevention of violent and assaulting behaviour. This process had been rolled out to all staff on the Oberstown Campus. Inspectors were told by the Director and staff interviewed that because of the national dispute between unions and the government, the introduction of this new procedure was not complete. It was unclear to inspectors as to the methodology to be used by staff in a crisis situation to prevent a violent situation or respond to aggressive behaviour. The inspectors were told that the methods previously used in the school would be used however no one has received refresher training since 2008.

In the 12 months prior to the inspection, records show that there were nine instances where physical intervention was required. This was a significant reduction on the numbers of physical control used in the school in the 12 months prior to the last inspection. These interventions were routinely notified to the IYJS and the Board of Management.

During the inspection two young people became involved in a violent situation. Staff intervened and made safe the situation for young people and staff. Inspectors were concerned about the lack of clarity on how staff were to respond in particular situations. The situation was found to be unsafe and unacceptable.

The director wrote to the unions seeking clarification on the introduction of the intervention as there was a concern that without full implementation of the intervention, there were risks to young people and staff if a crisis situation developed. At the time of writing the report the implementation of the physical intervention techniques had not progressed due to industrial relations issues. Inspectors recommend that the Board of management in consultation with the IYJS, the Director and staff representatives agreed the implementation of the behavioural management policy of the school.

3.2.5 Child Protection / complaints and whistle-blowing

The school had a Safeguarding Policy for the detention schools which was drafted January 2010 by the IYJS. This policy was for the entire campus and included safeguarding practices, child

protection procedures, responding to allegations about staff and responding to complaints. Inspectors were told that the policy document remained in draft until the publication of the revised Children First. The school had a designated child protection officer (DCPO) who ensured that all complaints and child protection concerns were dealt with in accordance with school policy.

In the booklet for boys on admission, information was provided on their rights, how to make a complaint and if there were child protection concerns how these can be made known to staff. The role of the child protection officer was also explained.

Inspectors reviewed the file held by the DCPO on complaints and child protection concerns. Inspectors were satisfied that the actions taken within the school to deal with complaints and allegations or concerns were appropriate and consistent with policy. The involvement of the HSE and the IYJS supporting the process of dealing with specific child protection concerns was evident for one situation which had come to the DCPO's attention. While individual responses between the school and social work departments within the HSE were agreed, boys from any location in the country could be sent to the school and as a consequence a national agreement on responding to child protection concerns should be in place.

The DCPO provided training to staff on safeguarding and child protection in the year prior to the inspection. Such training to staff would be enhanced further if the recommendation of the previous inspection report that the DCPO was trained in Children First were implemented. Inspectors also noted that the IYJS and the Board of Management are informed of child protection concerns, through the incident reports issued periodically.

In the previous inspection, recommendation ten and eleven addressed the deficiencies in the areas of child protection concerns and whistle blowing. There was also a recommendation, number 24 that the DCPO receive training in Children First and the protocols between the school, IYJS and the Health Service Executive should be developed. Inspectors recommend the board of management in conjunction with the IYJS and the Director develop the child protection, whistle blowing and safeguarding policies and that training is provided to staff.

3.2.6 Aftercare

The school offered out reach contact to some young people who had left the school however the degree of out reach was dependant on the place or origin of the young person as there were logistical challenges in maintaining contact with them. The development of the step-down unit had not progressed and inspectors were told this were no specific plans to develop the service at this time.

Two young people told inspectors of the arrangements being made by key workers to link them with work and courses on their discharge from the school. One young person spoke about the hopes that he would acquire further skills while in the school to assist him in the future. The capacity to reintegrate young people back into local community was cited by a care staff as a challenge. The need to develop strategies with local services such as the HSE, Probation and Welfare Service and youth training work shops was important in building on the work undertaken by young people and staff in the school. Inspectors recommend the IYJS undertake a lead role in the development of a national strategy of after care to attain high levels of cooperation and engagement with local services.

3.2.7 Deployment of staff

At the time of the inspection the school was in a transition phase with staff from Finglas Child Assessment Centre being redeployed to the Oberstown Campus. The Boys school had 26 staff

assigned to its operations since the 1st of April 2010. All contracts for temporary and relief staff assigned to the school ceased at that time. The merging of the two teams was a major change for the school. Managers of the school acknowledged the difficulties being experienced by the staff and there was a heightened awareness to address matters as they arose. Inspectors were told by the director and unit managers that some of the challenges and solutions were outside of the control of the Director and senior managers. Terms and conditions for some staff were different and this made the amalgamation of rosters difficult. The number of shift changes during the day had increased due to different start and end times of staff.

Inspectors noted that efforts were made by staff and managers to resolve these anomalies as they recognised that such routines had an impact on the capacity of the units to operate effectively. A number of staff were awaiting a decision on retirement packages which would see a decrease in the staff numbers in the school. The process of merging the staff teams was not completed at the time of the inspection.

Inspectors were told that school had access to a social worker and psychologist previously part of the Finglas Children Assessment Centre and now based on the Oberstown Campus. Inspectors were also told the option to develop an assessment model for young people were being developed. A number of other key personnel from Finglas Child Assessment Centre were still due to move to the campus. The director was unclear as to the final management structure and staff complement available to the school. Inspectors recommend the Director in conjunction with the board and the IYJS continue to review the deployment of staff considering the evolving numbers of staff and the reconfiguration of the Oberstown Campus.

3.2.8 Training

The school had undertaken a program of training in behaviour management for all staff with the support of the IYJS. The majority of staff were trained in the intervention approach with some staff also trained as trainers. Inspectors were told there were deficiencies in other aspects of the training program available to staff. Training in manual handling, fire safety, and first aid needed to be undertaken. Training in child protection was also required for the DCPO however the Director told inspectors that the training budget was managed by IYJS and he believed no further funds were available for training for the remainder of 2010. Inspectors were told by the IYJS that some funding was available and that priority training could be provided.

Inspectors recommend that the school undertake an audit of training, a training schedule developed and in conjunction with IYJS priority training provided.

The school had experienced a lot of change in the twelve months prior to the inspection including the transfer of staff from Finglas Child Assessment Centre into Oberstown Boys School. It was evident to inspectors that change management training was needed to support the Director and managers to address ongoing challenges.

3.2.9 Administration

There was a noticeable improvement in the records maintained in the school since the last inspection. Some records were maintained centrally and contained background data including court orders, admission dates, family details and information on professional involved with the young person. Each unit held records on daily routines, activities, contact with family members, placement plans, case conferences minutes, sanctions and court appearance reports. Medical records were maintained by the school nurse with some reference to medical histories and doctors appointments in the unit records. Education information was also maintained on the files in the unit.

Inspectors found that the information held by the school was detailed and wide-ranging. Inspectors found it difficult to locate specific information due to the volume of information maintained on files. In many instances inspectors found duplication in the recording of information. The inspectors recommend that the record keeping system should be reviewed and changed so as to streamline the information documented on files and assist in sourcing information as required.

Young people were aware that they could view information about them although there was no evidence that they had viewed files. The recommendation to review the current record system would also lend itself to supporting young people accessing their files.

Inspectors did not view staff personnel files as it was acknowledged by the Director and inspectors that a review of transferred staff files to the school needed to be undertaken. This was to assist in determining the information currently available on staff files and deficiencies which needed to be addressed. Inspectors recommend that this review is undertaken and actions taken to address any deficiencies. The director identified deficiencies in the garda vetting documentation and this is addressed in section 5.1 of this report.

3.2.10 Co-operation with statutory agencies

Inspectors were told that co-operation with statutory agencies was seen as an important component of the care of the young people in the school. Through interviews and inspection of documentation, inspectors found that the school had good relationships the courts, the Gardai and the VEC.

A number of young people in the school had social worker or their family were known to the HSE social work departments. Inspectors were concerned there was insufficient contact between the HSE social work departments and the school in planning of boys leaving the school and sharing of information. It was evident to inspectors that the Health Service Executive, Probation and Welfare Service, IYJS and the Oberstown School needed work closer together in an agreed strategy to meet the needs of boys placed in the school. Inspectors restate recommendation fifteen of the 2008 report that the IYJS should enter into discussion with the HSE and probation service about the continuity of support for young people in preparation for and after they leave the school.

3.2.11 Fire Safety

The 2005 and 2008 inspections recommended that fire drills be carried out and properly recorded on a monthly basis in all areas occupied by young people, staff and visitors. Inspectors found that the school had not undertaken a fire drill for 15 months. Inspectors found this to be unacceptable and recommend the matter be addressed immediately. Prior to completion of writing this report, inspectors were told that two fire drills were undertaken in the school, one in the administration building and another in the education building. Inspectors were told that it was planned to undertake fire drills in the boys units in the following weeks.

Inspectors were told by the Director and the school Health and Safety Officer that a health and safety committee had been established consisting of representatives from the staff team. However due to the national work to rule the health and safety committee only met once. During the inspection the Director wrote to the relevant employees union seeking an urgent meeting to discuss the potential risk to young people and staff. Since the inspection the national work to rule had ended and the health and safety committee were due to meet.

The IYJS had developed a Fire Safety Policy which provided guidance in relation to the new and existing buildings on the Oberstown campus. It was acknowledged in the document that the campus did not comply fully with fire safety regulations due to the nature and condition of the

buildings. The policy document made reference to the alternative measures and procedures which need to be in place to ensure a comparable level of safety in the school. Fire fighting equipment was serviced and training was provided to some staff. The school did not have written confirmation of compliance with building controls and fire regulations.

Inspectors recommend that the director should ensure there are regular fire drills, that appropriate levels of training are maintained for all staff on fire fighting and that arrangements are made for a representative from the Fire Authority to visit the school annually.

3.3 Practices that did not meet the required standard

3.3.1 Single separation

Inspectors found a significant reduction in the use of single separation in the school since the last inspection. Records show that in the 12 months prior to the inspection there were 77 episodes of single separation reported. This is a 75% reduction on the number of single separations reported in the 12 months leading to the 2008 inspection. The intervention was used to manage situations when there were concerns about violent outbursts, anger management issues and or concern about the misuse of substances. The school has the legal authority to use single separation as it is deemed a place of detention but only as a measure of control in situations of serious and immediate risk.

Single separation took the form of placing a boy in a locked area, usually his bedroom for periods of time as determined by staff and management due to specific behavioural concerns. The length of time in single separation was dependant on the degree of concern about the boy's behaviour, the engagement by the boy to cooperate with staff and the level of risk associated with the situation. The Board and IYJS were notified of the use of single separation through the significant information reports issued by the Director.

Inspectors were told by young people that the use of single separation occurred and they understood why and when the intervention was used. They also told inspectors that if they did not attend school, they would be locked in their room for the period of time they refused to attend school. Inspectors found that boys could spend more than class attendance time in their rooms if they did not attend school for the day. Boys told inspectors they saw this action as a punishment for non-school attendance, which it clearly was. Inspectors were told that staff would monitor young people during this time and engage with them to encourage them to return to school. Inspectors were told by some staff that the use of the bedrooms to manage young people not attending school was due to insufficient staff numbers to supervise young people in the unit during school times.

Inspectors were concerned that single separation was used for non-school attendance when the school has legal authority to use it only for the management of risk. However, it was not recognised as such by staff and was not recorded as single separation or notified to the Board of Management or the IYJS. Inspectors have previously made recommendations about the use of single separation as a response to non-school attendance. Inspectors acknowledge that it is important that young people attend school, but recommend that single separation is not used as a mechanism of responding to non-school attendance or deterring boys from refusing to attend school.

3.3.2 Vetting

At the time of the inspection, the school was in the process of transferring staff from Finglas Child and Adolescent Centre (FCAC) into OBS. This involved the integration of over 25 staff into the staff

complement. The Director told inspectors that a process of checking all staff files was underway. The Director acknowledged to inspectors that deficiencies in garda vetting records noted in the previous inspection had not been fully addressed. Inspectors recommend that the Director in conjunction with the board and the IYJS undertake an audit of the staff files and address any deficiencies found. The inspectors recommend that the director in conjunction with The IYJS and the Board undertake a process of garda vetting for all staff in the school on a phased basis.

3.3.3 Staff supervision

Inspectors were told that there was regular informal supervision amongst staff. There was an open door policy between staff and unit managers, unit managers and director / deputy director. There was an acknowledgement that the frequency of formal supervision did not occur in line with school policy. Records show that 29 staff received formal supervision in 2008, 8 in 2009 and none in 2010. There were processes in place for staff to meet daily and weekly to discuss young people's care and respond to emerging issues through hand over meetings and staff meetings.

Inspectors were concerned that while the school was undertaking a major change management process in the eighteen months prior to the inspection, supervision of staff had decreased. Key themes identified by inspectors which needed staff supervision included the departure of staff from the school, the transfer of staff into the school, the integration of two staff teams, the preservation of the culture of OBS and the impact of the change process on individual terms and conditions. Supervision needed to focus on these issues and the impact on staff to fulfil their duties to care for and protect the young people in the centre.

Inspectors found this standard was not met and recommend that the school policy on supervision is adhered to and that the Director monitor that supervision is provided on a regular basis to staff in the school.

3.3.4 Premises and Safety

The inspection report of 2005 and 2008 noted that the fabric of the living units was not up to satisfactory standard for child care, maintenance of the buildings had not kept pace with deterioration, and replacement buildings were to form part of the redevelopment plans on the overall campus for the three schools at Oberstown.

At the time of this inspection the position had not substantially changed. Plans for redevelopment of the school had not progressed since the 2008 inspection. The view continued to be held by the director, managers and staff that the buildings were not suitable for purpose. Inspectors saw evidence that some remedial works had been undertaken to improve the condition of the buildings.

Inspectors were told that health and a safety in the school was allocated to one unit manager who was allocated this brief on a fulltime basis. The unit manager had placed a lot of emphasis on general awareness of health and safety issues amongst staff. Inspectors saw evidence of plans to manage health and safety risks in the school in a proactive way.

An audit of health and safety was undertaken by the State Claims Agency in March 2010. Its objective was to ensure that health and safety risk management systems were in place to recognise risks and comply with regulatory requirements. It was envisaged that the school would establish, implement and operate a comprehensive health and safety policy. The audit was due to be completed in July 2010. Inspectors requested a copy of the audit to be issued to the inspectorate on receipt.

The school did not have written confirmation of compliance with building control and fire safety regulations as required by standard 9.9. Inspectors were provided with a letter from the local council indicating that such building controls did not apply to the school because of its function as a place of detention. The discrepancy between the standard and the letter should be addressed by the IYJS and a clear directive given about whether written or not written confirmation is required.

Inspectors restate the recommendations 26 to 29 of the 2008 report that the school should provide all staff with clear direction, training and guidance in health and safety. The policy on the requirement that the school requires written confirmation of compliance with building control and fire safety regulations should be addressed by the Director in consultation with the board of management and the IYJS. The completed audit undertaken by the State Claims Agency should be issued to the Inspectorate.

4. Findings

1. Purpose and function

Standard
 The school has a written statement of purpose and function that accurately describes what the centre sets out to do for young people and the manner in which care is provided, and how this relates to the overall service provided for young people as a whole. The statement is available, accessible and understood. It takes into account relevant legislation, the policies of the Irish Youth Justice Service and other agencies where relevant, and best practice in the care of young people.

	<i>Practice met the required standard</i>	<i>Practice met the required standard in some respects only</i>	<i>Practice did not meet the required standard</i>
Purpose and function		√	

Recommendation:

1. The director and board of management of OBS, in consultation with the IYJS, should agree and approve the purpose and function and review yearly.

2. Care of Young People

Standard
 Young people are cared for by staff that they can relate to effectively. Day-to-day care is of good quality and provided in a way that takes account of their individual needs without discrimination. The quality of care provided is equivalent of that which would be expected of a good parent/guardian. Young people are rewarded for the achievement of acceptable behaviour and measures of control are expressly designed to help rather than punish the young people.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Good relationships	√		
Religion		√	
Quality and choice of food	√		
Leisure activities	√		
Living skills training	√		
Management of behaviour	√		
Physical restraint		√	
Single separation			√
Absconding	√		
Privacy	√		

Recommendations:

2. The director and board of management of OBS, in consultation with the IYJS, should develop a system for seeking parent's views on the religious upbringing of their son on admission to the school.
3. The director and board of management of OBS, in consultation with the IYJS, and staff representatives should agree on the implementation of the IYJS behavioural management policy.
4. The director and board of management of OBS should:
 - reduce further the use of single separation,
 - ensure that in every instance it conforms to the standards, and
 - ensure that in every instance practice reflects the principles of children's rights.
5. The IYJS, in consultation with Department of Health and Children and the HSE, should develop common practice guidelines for the use of single separation.

3. Child Protection

Standard

Young people in the school are protected from abuse and there are systems in place to ensure such protection. In particular, staff members are aware of an implement practices that are designed to safeguard the young people in their care.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Child protection		√	
Safeguarding		√	
'Whistle-blowing'		√	

Recommendation:

6. The director and board of management of OBS, in consultation with the IYJS, should develop the child protection, whistle-blowing and safeguarding policies and provide training to staff, in particular training in Children First for the DCPO.

4. Children's rights

Standard

Young people receive care in a manner that safeguards their rights and actively promotes their welfare. The practices of the centre should promote the additional rights afforded to young people living away from home.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Complaints	√		
Consultation	√		
Access to information	√		

5. Planning for children and young people

Standard

The school has a written care plan for each young person entering its care. The plan is developed in consultation with parents/guardians and the young person concerned and is subject of regular review. The plan stresses the need for regular contact with family and prepares the young person for leaving care. The plan promotes the general welfare of the young person including appropriate provision to meet his/her educational, health, emotional and psychological needs. The experience of the young people is enhanced by positive working relationships between professionals.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Admission	√		
Care planning and review	√		
Partnership with families	√		
Partnership with external agencies		√	
Discharge	√		
Aftercare		√	

Recommendations:

7. The IYJS should arrange for key personnel in OBS to receive training in change management.
8. The IYJS should enter into discussion with the HSE and probation service about the continuity of support for young people in preparation for and after their leaving the school.
9. The IYJS should undertake a lead role in the development of a national strategy of after care to attain high levels of cooperation and engagement with local services.

6. Staffing and Management

Standard

Staff in the school are organised and managed in a manner designed to deliver the best possible care and protection for young people in an efficient and effective manner.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Management	√		
Recruitment and deployment of staff		√	
Vetting			√
Supervision and support			√
Training		√	
Administration		√	
Co-operation with statutory agencies	√		
Utilisation of places	√		

Recommendations:

10. The director and board of management of OBS, in consultation with the IYJS, should continue to review the deployment of staff considering the evolving numbers of staff available and the reconfiguration of the Oberstown Campus.
11. The director and board of management of OBS, in consultation with the IYJS, undertake an audit of training required by staff and develop a training schedule and prioritise the training needs of staff.
12. The director and board of management of OBS, in consultation with the IYJS, should ensure that an audit is undertaken of all staff files and actions taken to address any deficiencies identified.
13. The director and board of management of OBS, in consultation with the IYJS, should ensure that the record-keeping system is reviewed and changed so as to streamline the information documented on files and facilitating access to information as required.
14. The director and board of management of OBS, in consultation with the IYJS, should ensure that the school policy on supervision is adhered to and that the Director monitor that supervision is provided on a regular basis to staff in the school.

7. Education

Standard

Education is recognised as an important factor in the lives of young people in detention. Each young person has a right to receive an appropriate education, which is actively promoted and supported by those with responsibility for the care of the young person.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Education	√		

8. Health

Standard

Health care is essential in the arrangements for the care of young people. Each young person receives appropriate health care and advice. Healthy lifestyles are promoted.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Health	√		
Emotional and Specialist support	√		
Health education	√		
Healthy eating and exercise	√		

Recommendation:

15. The director and board of management of OBS, in consultation with the IYJS, should access adolescent psychiatric services for young people as required.

9. Premises, Safety and Security

Standard

The school is located in premises that are suitable, safe and secure for the purpose of providing residential care to young people.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Accommodation			√
Health and Safety			√
Fire safety		√	
Maintenance and repair		√	
Security	√		

Recommendations:

16. The director and board of management of OBS should ensure there are regular fire drills, that appropriate levels of fire safety training are maintained for all staff.
17. The director and board of management of OBS, in consultation with the IYJS, should arrange for a representative from the Fire Authority to visit the school annually.
18. The IYJS should determine a policy on the requirement of the standard 9.9 that the school requires written confirmation of compliance with building control and fire safety regulations.
19. The IYJS should ensure that the completed audit undertaken by the State Claims Agency is issued to the Inspectorate without delay.

10. Dealing with Offending Behaviour

Standard

Individual offending behaviour programmes consistent with the young person's assessed needs are in place. There are mechanisms in place to develop, monitor and evaluate the effectiveness of offending behaviour programmes.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Individual programmes	√		

5. Summary of Recommendations

1. The director and board of management of OBS, in consultation with the IYJS, should agree and approve the purpose and function and review yearly.
2. The director and board of management of OBS, in consultation with the IYJS, should develop a system for seeking parent's views on the religious upbringing of their son on admission to the school.
3. The director and board of management of OBS, in consultation with the IYJS, and staff representatives should agree on the implementation of the IYJS behavioural management policy.
4. The director and board of management of OBS should:
 - reduce further the use of single separation,
 - ensure that in every instance it conforms to the standards, and
 - ensure that in every instance practice reflects the principles of children's rights.
5. The IYJS, in consultation with Department of Health and Children and the HSE, should develop common practice guidelines for the use of single separation.
6. The director and board of management of OBS, in consultation with the IYJS, should develop the child protection, whistle-blowing and safeguarding policies and provide training to staff, in particular training in Children First for the DCPO.
7. The IYJS should arrange for key personnel in OBS to receive training in change management.
8. The IYJS should enter into discussion with the HSE and probation service about the continuity of support for young people in preparation for and after their leaving the school.
9. The IYJS should undertake a lead role in the development of a national strategy of after care to attain high levels of cooperation and engagement with local services.
10. The director and board of management of OBS, in consultation with the IYJS, should continue to review the deployment of staff considering the evolving numbers of staff available and the reconfiguration of the Oberstown Campus.
11. The director and board of management of OBS, in consultation with the IYJS, undertake an audit of training required by staff and develop a training schedule and prioritise the training needs of staff.
12. The director and board of management of OBS, in consultation with the IYJS, should ensure that an audit is undertaken of all staff files and actions taken to address any deficiencies identified.
13. The director and board of management of OBS, in consultation with the IYJS, should ensure that the record-keeping system is reviewed and changed so as to streamline the information documented on files and facilitating access to information as required.

14. The director and board of management of OBS, in consultation with the IYJS, should ensure that the school policy on supervision is adhered to and that the Director monitor that supervision is provided on a regular basis to staff in the school.
15. The director and board of management of OBS, in consultation with the IYJS, should access adolescent psychiatric services for young people as required.
16. The director and board of management of OBS should ensure there are regular fire drills, that appropriate levels of fire safety training are maintained for all staff.
17. The director and board of management of OBS, in consultation with the IYJS, should arrange for a representative from the Fire Authority to visit the school annually.
18. The IYJS should determine a policy on the requirement of the standard 9.9 that the school requires written confirmation of compliance with building control and fire safety regulations.
19. The IYJS should ensure that the completed audit undertaken by the State Claims Agency is issued to the Inspectorate without delay.