

# THE LINK NEWSLETTER

Issue 2  
June 2019

## The Reform of Regional Facilities for Children and Young People Programme

### Inside this issue:

Stakeholder Engagement	2
Stakeholder Reference Group	3
Latest from the Programme Board	3
Planning Assumptions	4
High Level Design Principles	4
Recommendations 5 & 7—Update	5
Meet the Programme Manager	6-7

Since the last edition of The Link, the primary focus of the Programme Team has been on stakeholder engagement – Engage, Engage, Engage!

This issue focusses on initial service design principles developed by the Programme Team and the outcomes of the stakeholder engagement to date.

We hope that you find this informative and that it gives you a flavour of some of the work that the team has undertaken as well as our initial thinking on the service design of the new Campus. Please be assured that we do recognise that this represents a significant change for each and every one of you - so get involved and help make this change be the best for some of our most vulnerable children and young people.

PS. Look out for our new 'Getting to know you' section – this issue features Joan O'Hara, Programme Manager.

**Seán Holland and Ronnie Armour**  
(Programme Co-Chairs)



**Seán Holland, Deputy Secretary, Social Services Policy Group, Department of Health**



**Ronnie Armour, Director, Reducing Offending, Department of Justice**

## Stakeholder Engagement

The Programme Team has commenced work on Phase 2 of the Programme which involves the development of service design principles for the new Regional Care and Justice Campus. To aid the development of these principles the Programme Team conducted a series of engagement activities through various channels to seek the views of those best placed to better inform the design of the new Campus.

### Who did you engage with and how?

Held an initial Service Design workshop attended by 63 stakeholders

Conducted a series of engagement sessions with Woodlands and Lakewood staff

Engaged with parents/ carers of current or former residents of Woodlands and Lakewood

Held initial Service Design and Pathways & Admissions meetings with stakeholders

### How did this help?

Engaging with stakeholders through these channels enabled us to test the planning assumptions and begin to develop high level design principles

### What next?

The Programme Team will continue to engage with the stakeholder groups to further develop the design principles and seek broad level agreement on the vision, purpose and ethos of the Campus for presentation to the Programme Board

## Stakeholder Reference Group

The Programme Team has also now established a Stakeholder Reference Group which will fulfil a 'critical friend' function of the Programme by providing comments and advice on Programme outputs. The Group consists of the following voluntary and community sector organisations, rights and advocacy groups, professional bodies and academics:

- ◆ NIGALA
- ◆ Children's Law Centre
- ◆ VOYPIC
- ◆ NI Human Rights Commission \*
- ◆ Include Youth
- ◆ Mindwise
- ◆ Barnardos
- ◆ Start 360
- ◆ NIACRO
- ◆ NISCC
- ◆ BASW
- ◆ SBNI
- ◆ QUB
- ◆ NSPCC
- ◆ HSCB

\* observer status

The first meeting of the Stakeholder Reference Group was held on 8<sup>th</sup> April where members agreed the Terms of Reference. The Group will meet quarterly co-ordinating with the Programme Board timeline, to aid communication between both groups.

## May Programme Board Meeting

The Programme Board met on 9<sup>th</sup> May and had an informative discussion on the progress of the Programme.

The Board:

- \* Noted and welcomed the engagement activities to date;
- \* Approved a number of high level design principles and a general direction of travel; and
- \* Agreed to include CAMHS representation on the Board;

## Planning Assumptions

Following a period of comprehensive desk research, a range of draft planning assumptions (below) have been developed which will underpin the structures of the new Campus. These planning assumptions were compiled and presented to various stakeholder groups and the subsequent positive and constructive feedback assisted in the refinement of service design principles.

1. The Campus will be a new single entity and will be based on the Woodlands and Lakewood sites.
2. The Campus will have a single Director and a unified staffing structure.
3. The Campus will have a Corporate Parenting responsibility for all those children and young people admitted.
4. The Campus will operate as part of an integrated system of residential care for care and justice children and young people.
5. Services will be provided on an integrated/shared basis.
6. The Campus will have a flexible approach to support, focussed on clear meaningful outcomes based on the individual young person's needs.
7. New legislation and standards will be required to support the operation of the Campus, though not all proposed changes will require legislative change.
8. A new regional independent multi-agency panel will oversee admissions to the Campus.
9. The care and management of the young people who reside in the Campus will be provided in line with an agreed therapeutic framework.
10. Some young people will spend a short time in the Campus on a stabilise and return basis. Others will spend longer time to enable staff to address more complex needs.
11. Specific provision will be made for mental health needs and substance misuse/ addiction challenges.
12. There will be a strong emphasis on establishing, growing and monitoring relationships with the young people who are admitted to the Campus.
13. The educational needs of the young people who reside in the Campus will be fully attended to and plans will be put in place to enable young people to continue in education when they leave the Campus.
14. Where relevant, plans will be put in place to enable young people to engage in training and/or employment when they leave the Campus.

## High Level Design Principles

**The following high level design principles were agreed by the Programme Board:**

- ◆ The Campus will operate on a fully integrated basis and will adopt a rights-focussed, needs-led and risk-managed approach to care.
- ◆ The Campus will offer both secure and non-secure care.
- ◆ Not all admissions to the Campus will be court-directed; the restriction of a young person's liberty will, however, require the authority of a court.
- ◆ The Campus will be a single legislative entity .
- ◆ A continuum of appropriate service provision will be provided to young people on discharge from the Campus in collaboration with relevant community services.

## Report Recommendations

The Health & Social Care Board are working to progress the remaining recommendations mentioned in the Report. In this issue we are focussing on recommendations 5 and 7.

### RECOMMENDATION 5

#### ESTABLISHMENT OF A REGIONAL, INDEPENDENTLY CHAIRED PANEL

The Health and Social Care Board has appointed Judith Brunt as independent chair of an interim multi-agency panel for admissions to Lakewood Secure Care Centre. Judith was previously the Assistant Director of Children's Services at the Northern Health and Social Care Trust, and brings significant experience of working with children and young people and their families to the role of independent chair. Draft terms of reference and guidance detailing how the interim panel will operate are currently being developed for consultation with relevant stakeholders. The work of this interim panel will inform the development of proposals for a regional, independently chaired Panel responsible for making decisions relating to admissions to an integrated Care and Justice Campus in the future.

### RECOMMENDATION 7

#### ESTABLISHMENT OF THERAPEUTIC FRAMEWORK, INCLUDING BEHAVIOUR MANAGEMENT TECHNIQUES

Work is ongoing to design and deliver a regional Framework for Integrated Therapeutic Care for all looked after children and young people in Northern Ireland. This work is drawing on the most up to date evidence of how best to assist children who have experienced significant trauma in their lives, and input to the design is being sought from a range of stakeholders, including young people who have experience of living in care. When complete, the rollout of any new framework will need to be accompanied by appropriate training materials. In addition, engagement with HSC Trusts, Secure Accommodation, Youth Justice and Health practitioners will inform an examination of the appropriateness and effectiveness of current behaviour management techniques currently used with children and young people in residential care settings.

## Getting to know you– Meet Joan O’Hara—Programme Manager

Joan O’Hara ,Programme Manager, provides us with a little bit of insight into her life before taking on her current role and some of the challenges and highlights of the Programme to date.

### **Favourites**

#### TV Programme

I’m a big fan of Sky Atlantic and Box Sets! Those currently on my watch list include Chernobyl, Riviera, Big Little Lies and moving over to Netflix, I’m watching When They See Us which is a bit of a tough watch but addictive all the same.

#### Interests

Are shopping and eating out classed as interests?

#### Film

Bit of a sop and believer in fairy tales – so would have to say Pretty Woman.

#### Book

My English teacher would be proud of me……Pride and Prejudice.

#### Food

Pizza wins hands down.



Joan O’Hara - Programme Manager

### **Work life**

#### Where have you worked within the NICS?

I spent the majority of my career in NI Court Service as up until devolution in 2010 we were a “separate and distinct civil service of the crown”. I decided to see what the rest of the NI Civil Service had to offer in 2011 when I moved to what was Social Security Agency to take up a role of Communication & Stakeholder Engagement Manager for Welfare Reform. I was in this role for 3 years before I moved to what was Improving Benefit Uptake (which later morphed into Make the Call). I stayed there until December 2018 when I moved to my current role.

#### What appealed to you most about the Programme?

The thought of being part of something transformational which would improve the outcomes for some of the most challenged and vulnerable young people of our society.

What does your role as Programme Manager entail?

In the main I am responsible for the effective co-ordination of the Programme's projects and management of their inter-dependencies. This involves forging partnerships with key stakeholders and collaboration with the HSC Transformation Team which has been established to support implementation of reform within wider children's services.

What is the best part about your role?

Getting to meet all the fantastic people who work with vulnerable children in both Care and Justice settings. They are all doing a really great job but sometimes it is done in silos within each Department and this Programme provides an excellent opportunity to work collaboratively to deliver on a transformational piece of work.

Which skillset is most important to enable you to carry out your role?

Being able to involve others outside of your direct business area and working together to deliver policy and business outcomes.

What are the biggest challenges you've encountered?

The enormity of the task ahead!! We are at the forefront of the biggest change in 30 years for service provision for our most vulnerable young people.

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**"There was so much energy in the room and everyone bought into how the Campus can make a real difference to some of our most complex young people"**

**Joan O'Hara  
Programme  
Manager**

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What are the main highlights of the Programme?

We've only been together for 6 months but there has been a significant level of stakeholder engagement undertaken so far. My personal highlight was the first stakeholder event on 27 March in Clondeboy Lodge – there was so much energy in the room and everyone bought into how the Campus can make a real difference to some of our most complex young people. It was great to see such a real willingness to make the Campus a reality!