

Bulletin on the Board of Management Meeting held on Thursday 20th February 2025.

1.	Priority Agenda Items	<p>The Board discussed the following priority items at length:</p> <p>Budget Allocation 2025: The Head of Corporate Services presented the profile for the Oberstown budget allocation for 2025. This was approved by the Board and will monitored regularly through the year.</p> <p>Risk Register Risk 14 – relating to bed capacity in Oberstown – was discussed in detail. The Board considered options to mitigate the risks around bed capacity and the Director agreed to continue to engage with stakeholders to find a way forward.</p>
2.	Board Committees	<p>Governance & Strategy Committee: The minutes of the Governance & Strategy Committee meeting of 23rd January were noted and the following was highlighted:</p> <ul style="list-style-type: none"> • Business Plan 2024 was reviewed with a focus on updates for completed items and those carried forward into 2025. • The Governance Handbook is undergoing a substantial revision and will come to the Board in June. • Legislative checklist is progressing and will come to the next meeting of the Committee. • The Governance & Strategy Committee Workplan 2025 was approved. • The Board noted the Governance & Strategy Annual Report 2024. <p>Audit & Risk Committee: The minutes of the Audit & Risk Committee meeting of 6th February were noted and the following was highlighted:</p> <ul style="list-style-type: none"> • Management Accounts December 2024 were reviewed. • The Policy for Travel & Subsistence was approved. • The Policy for Hospitality, Entertainment and Gifts was approved. <p>Sustainability Committee: The minutes of the Sustainability Committee meeting of 11th February were noted and the following was highlighted:</p> <ul style="list-style-type: none"> • Business Plan 2025 was reviewed. • Waste management is a focus for the environmental team, particularly food waste. The Environmental Officer is working on this with the catering team.

		<ul style="list-style-type: none"> • Reduction of Capital Budget. The Committee considered reduction of the capital budget for 2025 and the implications for Oberstown. • Energy use for 2024 was reviewed.
3.	Director's Report	<p>Director, Damien Hernon, presented his report to the Board, in his presentation he highlighted:</p> <p>Occupancy: As of January 31, occupancy was 41 young people, with 24 on detention and 17 on remand with a throughput of 47 young people, creating a very busy working environment. The profile of young people, especially given occupancy rates, remains a concern with regard to the use of detention as a last resort. Due to full occupancy, 16 bed referrals were unavailable to the Courts in January.</p> <p>CPT: The CPT inspected Oberstown Children Detention Campus and other organisations and the overall tenor of the report is positive. The report indicates positive staff interaction as evidenced through observation and through feedback from young people, with the atmosphere being relaxed and young person centred. The Board noted the full report, which was provided as an appendix to the Director's Report.</p> <p>The Children's Rights Policy Framework (CRPF) Review Group will feed into the CPT Review Group.</p>
4.	Young People Matters	<p>The Young People Matters Report was taken as read with the following highlighted by the Deputy Director for CEHOP:</p> <p>Single Separation: There were 51 Single Separations involving 24 young people in January, a decrease of 40 separations on the previous month.</p> <p>Safety Interventions: A total of 2 High-level CPI Safety interventions were recorded for January.</p> <p>Child Protection: The Designated Liaison Person for Child Protection provided update on child protection matters for January as part of the Young People Matters report.</p> <p>Activities and Programmes: The Board were updated on activities and programmes provided for young people in January 2024.</p> <p>Admissions Office Update: The Board received an update on the work of the admissions office in January 2025. This addition to the Young People Matters Report was welcomed by the Board.</p> <p>Young People Committee: The minutes of the Young People Committee meeting of 29th January 2025 were noted and the following highlighted:</p> <ul style="list-style-type: none"> • Young people's morning routines are being monitored and data will come to the committee when available. • The review of the ratings system is ongoing – report to come to the Committee when complete.

<p>5.</p>	<p>People Matters</p>	<p>The People Matters Report was taken as read with the following highlighted by the Head of Corporate Services: The reconfiguration of the HR team structure has now taken effect following consultation with the team. There is still much work to do to embed new processes and upskill team members but the new structure is providing clarity not only for team members but particularly for other functions with interdependencies with Human Resources e.g. Payroll, Finance etc. The Board welcomed this update and acknowledged that it would take time for the new team and practices to become embedded.</p> <p>Recruitment: The latest campaign for the Residential Social Care Workers saw 17 applications submitted. Shortlisting has been completed and 6 candidates will be interviewed The Student Placement Programme commenced on 4th February 2025 with 7 students beginning student placement journey in Oberstown.</p> <p>IR/ER: An update of IR/ER issues was provided to the Board.</p>
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Koulla Yiasouma
Chairperson

Bulletin on the Board of Management Meeting held on Wednesday 26th March 2025.

1.	Priority Agenda Items	<p>The Board discussed the following priority items at length:</p> <p>Draft Financial Statements for Year Ended 31st December 2024 The Finance Officer presented the Draft Financial Statements for the Year Ended 31st December 2024. The Chair of the Audit & Risk Committee advised that draft Financial Statements had been reviewed by the committee along with the internal auditor’s review of the system of internal controls. The committee made a recommendation to the Board for the approval of the financial statements. The draft Financial Statements for the year ended 31st December 2024 were approved for submission to the C&AG.</p> <p>The Board commended the Finance Team for their work, which has brought great improvements to the system of control as noted by the internal auditors.</p> <p>HIQA Compliance Action Plan The Director presented the HIQA Compliance Action Plan, which showed the progress made in implementing the recommendations from the HIQA inspection June 2024. The Board noted good progress in the completion of action items.</p> <p>Risk Register Risk #1 Capacity & Occupancy The Director delivered a presentation on Occupancy and Bed Capacity in Oberstown. The Board expressed concern that the situation around bed capacity had been ongoing for some time and that long term planning was needed to secure the structure of Oberstown.</p>
2.	Board Committees	<p>Audit & Risk Committee: The Chair of the Audit & Risk Committee updated the Board on the meeting of the committee which took place on 20th March 2025.</p> <ul style="list-style-type: none"> • Internal Auditors, Mazars, reviewed the system of internal financial controls and the Internal Control Questionnaire and a reasonable level of assurance was provided. • Risk Register was reviewed. • The report on the Culture review was considered by the committee and was referred to the People & Culture Committee.

		<ul style="list-style-type: none"> Internal Audit provided an Annual Assurance Report to the Committee which provided an overall reasonable level of assurance for the year. The Audit & Risk Committee Annual Assurance Report to the Board was noted.
3.	Director's Report	<p>Director, Damien Hernon, presented his report to the Board, in his presentation he highlighted:</p> <p>Occupancy: As of 28th February occupancy was 40 young people, with 28 on detention and 12 on remand, creating a very busy working environment.</p> <p>Stakeholder Engagement: Throughout the month of February there has been considerable stakeholder engagement with the view to influencing the conversation regarding capacity/occupancy and detention as a last resort.</p> <p>DCEDIY Monthly Meeting: The Board was updated on the monthly meeting between Oberstown and DCEDIY.</p>
4.	Young People Matters	<p>The Young People Matters Report was taken as read with the following highlighted by the Director:</p> <p>Occupancy: February continued to be a busy month on the campus with a throughput of 47 young people. There were five new admissions and four re-admissions in February. Nine young people discharged. There were sixteen bed referrals unavailable to the Courts during February, due to full occupancy.</p> <p>Single Separation: There were 22 Single Separations involving 14 young people in February, a decrease of 29 separations on the previous month.</p> <p>Safety Interventions: A total of 3 High-level CPI Safety interventions were recorded for February</p> <p>Child Protection: The Designated Liaison Person for Child Protection provided update on child protection matters for February as part of the Young People Matters report.</p> <p>Activities and Programmes: The Board were updated on activities and programmes provided for young people in February 2024.</p> <p>Young People Committee: The minutes of the Young People Committee meeting of 6th March 2025 were noted and the following highlighted:</p> <ul style="list-style-type: none"> The monitoring of the young people's morning routines has had a very positive effect. This will be part of routine monitoring and reporting going forward. The review of the rating system is ongoing. Feedback from young people indicates that they would like to keep the system but would like to see a fairer, more consistent application. Final report will come to the committee when available.

5.	People Matters	<p>The People Matters Report was taken as read with the following highlighted by the Director:</p> <p>Recruitment: The latest campaign for the Residential Social Care Workers saw 2 successful applicants. One will start in March and one in April.</p> <p>Headcount: Total Headcount for February 2025 was 251</p> <p>IR/ER: An update of IR/ER issues was provided to the Board.</p> <p>Minutes of the People & Culture Committee Meeting 21st March 2025. The draft minutes of the meeting of the People & Culture Committee on 21st March were noted.</p> <p>Culture Review: The Board will receive a presentation from Mazars on the Culture Review and consider management responses at the next meeting.</p>
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Koulla Yiasouma
Chairperson

Bulletin on the Board of Management Meeting held on Thursday 1st May 2025.

<p>1.</p>	<p>Priority Agenda Items</p>	<p>The Board discussed the following priority items at length:</p> <p>Culture Review – Draft Report: The Board considered the draft report on the Culture Review. The People and Culture Committee will discuss the next steps and make recommendations to the Board. The Board will agree next steps once the final report has been received.</p> <p>Risk Register Risk #1 Capacity & Occupancy: The Board reviewed a document that provided a high-level analysis of the profile of young people who have accessed Oberstown, either by way of remand or detention order, over the past number of years. This will inform discussions over the issue of capacity and occupancy.</p> <p>Board Away Day 3rd April 2025: The Board reflected on the away day held on Campus on 3rd April 2025 that focussed on young people and the Children’s Rights Policy Framework. The ‘Walk In My Shoes’ session with four young people was insightful and valuable and truly appreciated by all Board members. The Board extended their thanks to all the young people involved in the day and to the staff that facilitated their participation.</p>
<p>2.</p>	<p>Director’s Report</p>	<p>Director, Damien Hernon, presented his report to the Board, in his presentation he highlighted:</p> <p>Occupancy: As of March 31, occupancy was 40 young people, with 29 on detention and 11 on remand, creating a very busy, demanding working environment relative to Oberstown’s rights-based principles.</p> <p>Stakeholder Engagement: Throughout the months of March/April, there has been considerable stakeholder engagement with the view to influencing the conversation regarding capacity/occupancy and detention as a last resort. The vast amount of this engagement has been positive, and there have been some concrete developments regarding these issues.</p> <p>National and International Conference: Oberstown has been appointed as the lead partner and sponsor of the 11th Annual Irish Criminal Justice Agencies Conference, which is scheduled for October 10th 2025. This conference typically attracts up to 200 guests and it is a</p>

		<p>wonderful opportunity for the campus to lead out on a theme of choice.</p> <p>The 5th World Congress on Justice with Children, which is held every 5 years, takes place in Madrid June 2 to June 4. It is organised by Terres des hommes, Penal Reform International, Global Campus of Human Rights and The International Association of Youth and Family Judges. Oberstown is involved in the delivery of three workshops across the conference.</p> <p>DCEDIY Monthly Meeting: The Board received an overview of the priority issues discussed at the monthly meeting between DCEDIY and Oberstown.</p>
3.	Young People Matters	<p>The Young People Matters Report was taken as read with the following highlighted by the Principal Officer - Care:</p> <p>Occupancy: Overall March was a busy month on the campus with a population of 46 young people. There were 2 new admissions and 2 re-admissions in March. There were 5 young people discharged. There were 33 bed referrals unavailable to the Courts during March, due to full occupancy.</p> <p>Single Separation: There were 52 Single Separations involving 22 young people in March, an increase of 30 separations on the previous month.</p> <p style="padding-left: 40px;">49 were resolved within a 6 hour period 3 were resolved in 7-12 hours</p> <p>Safety Interventions: There was one High-level CPI Safety intervention recorded for March 2025.</p> <p>Child Protection: The Designated Liaison Person for Child Protection provided update on child protection matters for March as part of the Young People Matters report.</p> <p>Minutes of the Young People Committee Meeting with Young People of 26th March 2025: The Board noted the minutes of the meeting with young people that took place on 26th March and the issues raised by the young people.</p>
4.	People Matters	<p>The People Matters Report was taken as read with the following highlighted by the Director:</p> <p>Recruitment: HR have launched a rolling recruitment campaign for Residential Social Care Worker (RSCW) and Night Support Officer (NSO) positions. The objective is to increase frontline staffing levels and develop a panel of successful candidates for future vacancies.</p>

		<p>Headcount: Total Headcount for March 2025 was 255.</p> <p>IR/ER: An update of IR/ER issues was provided to the Board.</p>
5.	Executive Engagement	<p>John Smith, Activities Coordinator, delivered a presentation on programmes delivered to young people under Dorman Accounts Funding.</p> <p>In his presentation he described:</p> <ul style="list-style-type: none"> Steps + Career Guidance Platform Horticultural Programme Forklift Training Programme Coffee Van (Barista Training and work experience) Bakery

Koulla Yiasouma
Chairperson

Bulletin on the Board of Management Meeting held on Thursday 5th June 2025.

1.	Priority Agenda Items	<p>The Board discussed the following priority items at length:</p> <p>Culture Review – Draft Report: the draft report on the Culture Review was considered and referred to the Audit & Risk Committee for further review. The report will come to the Board in July 2025 for final approval.</p> <p>Annual Report 2024: The draft Annual Report 2024 was presented to the Board by the Communications Officer and approved for submission to the Department. The Board thanked the Communications Officer for his work on the Annual Report 2024.</p> <p>Risk Register Risk #1 Capacity & Occupancy: The Board discussed the increasing pressure to increase the Certificate of Occupancy for Oberstown. The Board also discussed the implications of bed refusals and what community-based options are available the courts.</p>
2.	Board Committees	<p>Governance & Strategy Committee: The Board noted the draft minutes of the meeting of the Governance & Strategy Committee of 15th May with the following highlighted by the Chair (JMCD).</p> <ul style="list-style-type: none"> • The recommendations out of the Board Evaluation were reviewed and good progress in the implementation of these was noted. • The Legislative Checklist is progressing, the committee is happy that Oberstown is compliant with its regulatory requirements. • Stakeholder Events. An internal event, to involve staff, will be considered. The committee will look at how the staff can be involved in the Autumn Board away day. • Business Plan 2025 was reviewed by the committee and good progress was noted. • The Code of Practice Compliance Checklist 2025 was approved by the Board for submission to DCDE. • An updated version of the Governance Handbook was approved by the Board. <p>People & Culture Committee: The Board noted the draft minutes of the meeting of the People & Culture Committee 15th May 2025 with the following highlighted by the Chair (KY).</p> <ul style="list-style-type: none"> • PMDS will be progressed when the HR Business Manager is in post.

		<ul style="list-style-type: none"> • HR Policy Project: The committee was updated on the HR Policy Project. Policies are in development; they need to be formatted in line with the standard policy template. The committee was assured that Oberstown was operating within legal requirements. • Practice Supervision: review to come to the Board in September 2025.
3.	Director's Report	<p>Director, Damien Hernon, presented his report to the Board, in his presentation he highlighted:</p> <p>Occupancy: As of April 30, there were 41 young people on site, with 28 on detention and 13 on remand, comprising of 40 males and 1 female creating a very busy, demanding working environment relative to rights-based principles.</p> <p>Stakeholder Engagement: Throughout the months of April/May, there has been considerable stakeholder engagement with the view to influencing the conversation regarding capacity/occupancy, detention as a last resort and the high rates of Irish travellers on campus. The vast amount of this engagement has been positive, and there have been some concrete developments regarding these issues. There has also been engagement with international partners on a number of fronts relevant to all parties.</p> <p>National and International Conference: DCEDIY Monthly Meeting: The Board received an overview of the priority issues discussed at the monthly meeting between DCEDIY and Oberstown.</p>
4.	Young People Matters	<p>The Young People Matters Report was taken as read with the following highlighted by the Principal Officer - Care:</p> <p>Occupancy: Overall April was a busy month on the campus with a population of 47 young people. There were four new admissions and three re-admissions in April. There were six young people discharged. There were 34 bed referrals unavailable to the Courts during April, due to full occupancy.</p> <p>Single Separation: There was 64 Single Separations involving 26 young people in April, an increase of 12 separations on the previous month.</p> <p>40 were resolved within a 6 hour period 24 were resolved in 7-12 hours</p> <p>Safety Interventions: There were 15 safety interventions in April 2025. The majority of CPI Safety Interventions through April were initiated as a last resort due to the threat posed to peers/staff and property damage. Staff were dealing with some very complex and challenging behaviours during April.</p>

		<p>Child Protection: The Designated Liaison Person for Child Protection provided update on child protection matters for April as part of the Young People Matters report.</p> <p>Minutes of the Young People Committee Meeting with Young People of 1st May 2025: The Board noted the minutes of the meeting with young people that took place on 1st May 2025 and the issues raised by the young people.</p>
5.	People Matters	<p>The People Matters Report was taken as read with the following noted:</p> <p>Recruitment: HR Department is currently executing rolling campaigns for Residential Social Care Worker (RSCW) and Night Supervising Officer (NSO) roles. These campaigns are critical to maintaining safe staffing levels, especially in frontline services, and building a reserve panel to enable faster future on-boarding.</p> <p>IR/ER: An update of IR/ER issues was provided to the Board.</p>

Koulla Yiasouma
Chairperson

Board Bulletin

Bulletin for Staff on the Board of Management Meeting held on Thursday 3rd July 2025.

1.	Priority Agenda Items	<p>The Board discussed the following priority items at length:</p> <p>Culture Review – The final report on the Culture Review, with updated management responses, was approved by the Board. The report had previously been considered by the Audit & Risk Committee, the People & Culture Committee and the Performance Committee. The next steps were agreed:</p> <ul style="list-style-type: none"> • Recommendation # 11 to be considered by the Sustainability Committee. • Report to be issued to all staff with a cover note from the Chair and Director. • Further engagement with staff as part of the Director’s quarterly updates. <p>Implementation plan for the recommendations to be developed with staff. The People & Culture Committee will monitor this and report regularly to the Board.</p> <p>Budget Submission 2026: The Finance Officers presented the draft Budget Submission for 2026 to the Board prior to formal submission to the Department. Subject to some clarifications including staffing numbers, the Board approved the Budget Submission.</p>
2.	Board Committees	<p>Audit & Risk Committee: The minutes of the Audit & Risk Committee meeting of 12th June 2025 were noted with the following highlighted by the Chair of the committee:</p> <ul style="list-style-type: none"> • The committee reviewed the progress of the development of operational risk registers which is part of the overall risk management improvement framework. • The Committee reviewed the Risk Register before it came to the Board for review and some amendments to controls were identified in respect of risks no 2 (add new role- RSCW Assistant), No 3(add Code of Conduct and CORU), 4 (reflect findings from Culture review). • The Committee reviewed the report on the Culture Review. • The Committee reviewed chapter 9 of the updated Governance Handbook and the Code of Practice Compliance Checklist.

		<ul style="list-style-type: none"> • The Board reviewed the Management Accounts April 2025 • The Board approved the Policy on Travel & Subsistence bringing together staff and Board under the one policy.
3.	Director's Business	<p>Director, Damien Hernon, presented his report to the Board, in his presentation he highlighted:</p> <p>The Director and Senior Managers briefed the Board on recent assaults on staff and how staff are being supported emphasising that the welfare of staff is a priority. The Board was given assurance by senior management that the concerns of staff are being listened to and acted upon.</p> <p>The Director updated the Board on the release of a media statement from Forsa, without prior consultation or verification from Oberstown and which contained inaccuracies (concerning number of assaults that resulted with hospitalisation and staff recruitment and retention). There was significant negative attention in light of this on the campus that failed to recognise the stellar performance of staff teams over the years and within the current context.</p> <p>A copy of an assurance report provided to HIQA as a result of this was also provided. The Board was also provided with an overview of management on-going engagement with the unions.</p> <p>Occupancy: As of May 31, there were 39 young people on site, with 25 on detention and 14 on remand, comprising of 38 males and 1 female creating a very busy, demanding working environment relative to Oberstown's rights based principles.</p> <p>Stakeholder Engagement: The Board received an update on stakeholder engagement in June 2025, including engagement with the President of the District Court regarding capacity/occupancy, trends and detention as a last resort.</p> <p>DECDE Monthly Meeting: The Board received an overview of the priority issues discussed at the monthly meeting between DCEDIY and Oberstown.</p>
4.	Young People Matters	<p>The Young People Matters Report was taken as read with the following highlighted by the Principal Officer - Care:</p> <p>Occupancy: Overall, May was busy with high levels of activity on the campus and a population of 54 young people. There were 5 new admissions and 8 re-admissions in May. There were 12 young people discharged. There were 11 bed referrals unavailable to the Courts during May, due to full occupancy.</p> <p>While challenges arose particularly around behaviour issues and capacity pressures there was a notable focus on reintegration and</p>

		<p>positive transitions reflecting the intensive support for the young people.</p> <p>Single Separation: There were 48 Single Separations involving 25 young people in May, a decrease of 16 separations on the previous month.</p> <ul style="list-style-type: none"> • 38 were resolved within a 6 hour period • 10 were resolved in 7-12 hours <p>Safety Interventions: 1 High level CPI Safety intervention recorded for May.</p> <p>Advocacy Officer Report July 2025 The Board noted the outline of advocacy and complaint activity for the young people on campus for the month of May 2025.</p> <p>Minutes of the Meeting of the Young People Committee 24th June 2025 The Board noted the minutes of the Young People Committee meeting of 24th June 2025 with the following highlighted by the chair of the committee (JG):</p> <ul style="list-style-type: none"> • The committee was updated on the development of an action plan to implement the finding out of the Review of Participation completed in 2023. • Relevant actions from the Business Plan 2025 were reviewed by the committee. • The committee was updated on the progress of the review of the ratings system. This is due to complete in autumn 2025. <p>Young People Committee – Terms of Reference The Board approved the updated Young People Committee Terms of Reference.</p>
5.	People Matters	<p>People Matters Report July 2025 The Board noted, without discussion, the People Matters Report July 2025 which provided an update on HR and IR/ER matters for June 2025.</p>
6.	Review of the Children's Rights Policy Framework	<p>JMcD, Chair of the Review Group, presented an overview of the process and a summary of the findings from the review of the Children's Rights Policy Framework.</p> <p>In his presentation he described:</p> <ul style="list-style-type: none"> • Terms of Reference for the review • Group composition • Approach to the review and consultation with young people, staff and the Board of Management. <p>Findings were summarised as follows:</p>

		<ul style="list-style-type: none"> • The general view was that the Rules are a good framework for ensuring a rights-based and child-centred approach to the care of young persons remanded or detained in Oberstown and that they have served the organisation well to date. • No one identified a major gap in the Rules themselves and any gaps that were called out were in relation to their implementation. Thus, the Group endorses the existing 12 Rules and sees no reason to make any fundamental changes to the Rules themselves. • One theme that was strongly articulated and where there was significant consensus, was concern in relation to preparation for leaving. Instructive feedback in this regard came from both young people and staff. Young people were keen that there would be Oberstown-led support after release (potentially early release). They noted that supports for those released were particularly poor outside of the Dublin / metropolitan areas. Most of the staff feedback did not suggest that Oberstown was not preparing young people to leave, it was more focused on young people returning to communities or living arrangements where the progress they had made while in detention was likely to be significantly undermined by the environment they were returning to. While regard must be had to Oberstown’s limited legislative remit, there was emphasis on continuing to work with the wider network of stakeholders with a responsibility for children, around supports for young people after they are released. • Revised document will go the Department for comment and approval. <p>JMcD thanked all those involved in the review for their work. He noted that the framework was a ground-breaking document and that the review had not changed its essence. The Chair thanked JMcD for overseeing the project.</p>
7.	Board Membership	<p>John McDaid’s term as a Board Member expired on 30th June 2025. The Chair paid tribute to his impressive contribution to the Board since 2019 and thanked him for all he has done for Oberstown particularly in the area of governance and for the very valuable perspective of a CEO within the public sector.</p>

Koulla Yiasouma
Chairperson

Board Bulletin

Bulletin for Staff on the Board of Management Meeting held on Thursday 28th August 2025.

<p>1.</p>	<p>Priority Agenda Items</p>	<p>The Board discussed the following priority items at length:</p> <p>Board Away Day: The Board Away Day planned take place in Oberstown on 12th September 2025.</p> <ul style="list-style-type: none"> • The morning will involve Board engagement with staff from a cross section of departments. • The afternoon will focus on preparing for the strategic review and planning for the development of a new strategy. <p>Occupancy & Capacity: The Director updated the Board on capacity in Oberstown.</p> <p>To inform this discussion, correspondence from the Assistant Secretary General, DCDE, which advised of substantial funding as part of the National Development Plan (NDP), was circulated ahead of the meeting. It was noted that the Department views the provision of additional accommodation as the priority area for focus. However, this was a long-term solution for addressing capacity and building issues.</p> <p>The Director advised that currently the campus was consistently operating at full capacity for boys (apart for a period in July in August where the numbers briefly dropped) and that there are four spaces currently available for girls.</p> <p>There was a lengthy discussion around the anticipated increase in Q4 in the certificate for Oberstown, the implications of this for the campus and options to increase accommodation without compromising the level of care provided to young people.</p> <p>The Director will continue to liaise with the department to provide proposals that protect the Oberstown model.</p>
<p>2.</p>	<p>Board Committees</p>	<p>Audit & Risk Committee: The minutes of the Audit & Risk Committee meeting of 14th August 2025 were noted with the following highlighted by the Chair of the committee:</p> <p>The committee received the report on the audit of Procurement & Contract Management and noted that a reasonable level of assurance was provided. Under Procurement there are two medium findings around:</p> <ul style="list-style-type: none"> • Incomplete documentation for procurement using quotations. • Non-compliance with procurement approval thresholds

		<p>And one low finding around:</p> <ul style="list-style-type: none"> • Incomplete documentations for overridden results of e-tenders evaluation <p>Under Contract Management there are two medium findings around:</p> <ul style="list-style-type: none"> • Inadequate monitoring and documentation of SLA/KPI Delivery • Inadequate documentation of contract extensions <p>The Committee queried the suitability of the current decentralised procurement structure and sought clarity on how procurement and contract management is structured within the organisation. The Board noted that procurement is a recurring issue and sought assurances about how this is being addressed. The Director advised that improvements have been made and training is ongoing with budget holders to ensure adherence to procurement guidelines.</p> <p>Management Accounts June 2025. The General Manager – Governance, Risk & Compliance presented the management accounts for June 2025.</p>
<p>3.</p>	<p>Director's Business</p>	<p>Director, Damien Hernon, presented his report to the Board, in his presentation he highlighted:</p> <p>Occupancy: As of July 31, there were 32 young people on site, with 24 on detention and 8 on remand, comprising of 31 males and 1 female, which offered a small bit of respite in terms of the high numbers over recent months. However, as of August 19 there were 42 young people on campus, 40 males and 2 females.</p> <p>Stakeholder Engagement: With regard to relationship building and knowledge sharing, Oberstown hosted a number of international visitors including:</p> <ul style="list-style-type: none"> • Ginna Webster, Secretary, Office of the Secretary Department for Education, Children and Young People, Tasmania • Kathrine Morgan-Wicks, the secretary of the Department of Premier and Cabinet in Tasmania • Robert Benjamin, Implementation Monitor, Tasmania <p>Tasmania are engaged in a full review of their youth justice service and have sought the assistance of Oberstown in navigating this journey.</p> <p>In terms of managing and mitigating against the potential fallout regarding the media coverage of the incidents in June, there was good engagement with the following parties</p> <ul style="list-style-type: none"> • Deirdre O Connell Assistant Secretary General of FORSA and Jim Sheridan Industrial Officer FORSA with regard to how Oberstown conducts business. • On July 18, Josh Crosbie of Newstalk spent a day on the campus as part of a feature piece for the Pat Kenny show, to highlight the

		<p>impact of programmes, education and vocational training on campus.</p> <p>DECDE Monthly Meeting: regular meetings took place on June 17 and July 15 with a particular focus on HR matters, capacity/occupancy and finance.</p> <p>National and International Conferences: Planning continues with regard to the 11th Annual Irish Criminal Justice Agencies Conference, scheduled for 10th October 2025 and the programme at an advanced stage of development. A working theme along the lines of ‘Youth Justice in Motion: Prevention, Intervention, Contribution’ which allows a broader look at the system issues and the system successes.</p>
4.	Young People Matters	<p>The Young People Matters Report was taken as read with the following highlighted by the Principal Officer Care:</p> <p>Occupancy: Overall July was a busy month on the campus with a population of 51 young people. There were 8 new admissions and 13 re-admissions in July. There were 21 young people discharged in July. Throughout the month, there were no instances where bed referrals were unavailable to the Courts. July marked the first time this year that bed capacity dropped significantly reaching as low as 30 on one occasion.</p> <p>Single Separation: There were 62 Single Separations involving 23 young people in July, an increase of 1 separation on the previous month.</p> <p style="padding-left: 40px;">47 were resolved within a 6 hour period 15 were resolved in 7-12 hours</p> <p>Safety Interventions: There were 10 safety interventions in July, 5 high level, 4 medium and 1 low level.</p> <p>Activities and Programmes: update on activities and programmes for young people was provided.</p> <p>Advocacy Officer Report August 2025: The Board noted the outline of advocacy and complaint activity for the young people on campus for the month of July 2025.</p> <p>Minutes of the Meeting of the Young People Committee 3rd July 2025 The Board noted the minutes of the Young People Committee and the following was highlighted by the Chair of the committee (JG):</p> <ul style="list-style-type: none"> • Food is a big issue and is raised consistently with the committee; the Catering Manager will meet with the young people to discuss.
5.	People Matters	<p>People Matters Report July 2025</p> <p>The Board noted the People Matters Report August 2025 which provided an update on HR and IR/ER matters for July 2025. This was the</p>

		<p>first report from Head of HR, Emer Clarke, and was presented to the Board by the Director in her absence. In his presentation the Director highlighted the following:</p> <p>CORU registration rate stands at 86% (126 of 147 employees registered). Units are progressing well, with the majority above 80% compliance.</p> <p>Annual Leave: The original target of clearing all outstanding balances by the end of 2026 is now unlikely to be achieved. The Board are minded to extend the deadline particularly for frontline staff and await further detailed information before a decision can be made.</p> <p>Absence Report: Absence rates increased- June: 10.7% versus July 12%. Increase driven primarily by Assault & Injury Leave. Overall WTE shows pressure on frontline availability, with significant absence in RSCW unit-based roles (approx. 24 WTE unavailable at end-June).</p>
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Koulla Yiasouma
Chairperson

Board Bulletin

Bulletin for Staff on the Board of Management Meeting held on Thursday 2nd October 2025.

<p>1.</p>	<p>Priority Agenda Items</p>	<p>The Board discussed the following priority items at length:</p> <p>Board Away Day: The Board reflected on the staff engagement session which took place as part of the Away Day on 12th September. It was agreed that it was very useful and insightful to meet with staff. The feedback from staff was discussed.</p> <ul style="list-style-type: none"> • The Chair advised that this has also been discussed by the People & Culture Committee at their meeting on 17th September. • The Board recognises the importance of enabling existing staff engagement processes (e.g. Forsa, Quarterly meeting etc.) and it was agreed that the Board will formally engage with staff on an annual basis. • Board members will endeavour to be more visible on campus to informally engage with staff. To support this the Board requested fob access for members to enable to move about the campus. • The Director advised that the staff input was also discussed at the Quarterly update meetings. <p>The Board thanked the staff for their engagement.</p> <p>Occupancy & Capacity: A document, setting out options to manage any increase in Oberstown’s certificate, was circulated with the Board papers and noted by the Board.</p> <p>The Director also presented a document, referencing a report on the inspection of Trinity House School March 2000, supporting the maximum capacity of eight per unit and setting out the implications of any increase. The Board confirmed their agreement that any increase in the numbers per unit was not tenable.</p> <p>There was a lengthy discussion around the consequences of an increase in the certificate and the implications and risks for Oberstown. It was agreed that an increase of physical and human resources is necessary to manage any increase to the license. The Chair of the Board agreed to liaise with the Department on this matter on behalf of the Board.</p>
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<p>2.</p>	<p>Board Committees</p>	<p>Sustainability Committee: The minutes of the Sustainability Committee meeting of 15th September 2025 were noted with the following highlighted by the Chair of the committee:</p> <ul style="list-style-type: none"> • The Business Plan 2025, showing only items that had been assigned to the Sustainability Committee, was reviewed. The committee noted good progress in both the Business Plan 2025 and the HIQA Compliance Plan. • The updated Climate Action Roadmap was reviewed. The Chair of the Committee (BA) commended the Environmental Officer on the comprehensive document which provided excellent oversight for the committee. The Board approved the Climate Action Roadmap • The Board approved the Energy Policy • The Board approved the Environmental Policy • The Board approved the Safety Statement • The Board approved the Terms of Reference for the Sustainability Committee. <p>People & Culture Committee: The minutes of the People & Culture Committee meeting of 17th September 2025 were noted with the following highlighted by the Chair of the committee: The Committee discussed the feedback from staff as part of the Board away day. It was noted that the staff engagement session was very helpful with feedback from ten staff from across the organisation. This item was discussed discretely as a priority for the Board.</p> <p>Business Plan 2025: The Committee reviewed the Business Plan, focussing on items related to strategic goal 2. The following was agreed: The recommendations from the Culture Review are to be incorporated into the Business Plan.</p> <p>PMDS: Mick Byrne, Employee Relations Manager, delivered a presentation on a proposed approach to the development of PMDS (Managing Performance) in Oberstown. To commence the process, the Board will have a facilitated session to provide clarity on why PMDS is needed at the November Board meeting.</p>
<p>3.</p>	<p>Director's Business</p>	<p>Director, Damien Hernon, presented his report to the Board, in his presentation he highlighted:</p> <p>Occupancy: As of August 31, there were 42 young people on site, with 26 on detention and 16 on remand, comprising of 40 males and 2 females, which brought the campus to full occupancy for males, and increased numbers for females, further compounding resource challenges.</p> <p>Stakeholder Engagement: The campus participated in a round table event hosted by TUSLA regarding Integrated Response Pathways & Models of Care for At Risk Young People, which considered a number of case studies and potential improvements related to outcomes. Michelle</p>

		<p>Griffin is the delegated Oberstown nominee to consider a draft proof of concept pilot on integrated response pathways with TUSLA and relevant stakeholders</p> <p>DECDE Monthly Meeting: There was a meeting with the Department on 2nd September regarding occupancy and the licence, with a particular focus by the Department on the option of utilising up to 10 beds per unit to facilitate a modest increase in. The campus strongly reiterated the risks associated with it and presented potential solutions to the Department.</p> <p>National and International Conferences: Planning for the 11th Annual Irish Criminal Justice Agencies Conference, scheduled for 10th October 2025 and the programme has been finalised at this point. The theme of the conference is ‘Youth Justice in Motion: Prevention, Intervention, Contribution’ which allows a broader look at the system issues and the system successes.</p>
<p>4.</p>	<p>Young People Matters</p>	<p>The Young People Matters Report was taken as read with the following highlighted by the Principal Officer Care:</p> <p>Occupancy: August was a busy month on the campus with a population of 45 young people. There were 5 new admissions and 5 re-admissions in August. There were 4 young people discharged. There was 1 bed referral unavailable to the Courts during August, due to full occupancy. A total of 4 young people availed of a variety of individualized Permitted Absence Programmes to assist with their reintegration for preparing them to return home, these included regular home leave Programmes and Work Experience/Placement. One young person availed of early discharge and commenced Probation Supervision shortly after, continuing the strong links between Oberstown and the Probation Service in recent months enabling outcomes that are more positive for our Young People. Unit 6 remained open throughout the month as the designated Unit for Young Females</p> <p>Single Separation: There were 66 Single Separations involving 30 young people in August, an increase of 4 separations on the previous month.</p> <ul style="list-style-type: none"> • 59 were resolved within a 6-hour period • 7 were resolved in 7-12 hours <p>Safety Interventions: There were 5 safety interventions in August, 1 high level, 2 medium and 1 low level.</p> <p>Child Protection: There were 14 matters recorded on the DLP database for August 2025. (5 internal and 9 external).</p>

		<p>Activities and Programmes: update on activities and programmes for young people was provided.</p> <p>Advocacy Officer Report October 2025: The Board noted the outline of advocacy and complaint activity for the young people on campus for the month of August 2025.</p> <p>Young People Feedback: A focus session was held with ten young people to gather their views on what information is most important to know before coming to Oberstown. The session aimed to inform the development of a myth-busting, youth-informed leaflet to be distributed at court. The session was highly positive, with young people offering thoughtful, honest feedback based on their lived experience. A highlight of the session was when one participant described Oberstown as “being like Foróige with bedrooms.”</p> <p>Minutes of the Meeting of the Young People Committee 28th August 2025 The Board noted the minutes of the Young People Committee and the following was highlighted by the Chair of the committee (JG):</p> <ul style="list-style-type: none"> • Food: the issue of food is raised regularly by the young people and it was clarified that the main issue was not quality of food but the timing of meals and evening activities, resulting in food being left in the trolleys for some time and food wastage. This issue was also raised by the staff in their engagement with the Board. This is a system issue that needs to be addressed. • Activities: The young people all agreed that they would like a greater variety of activities; they suggested football games, car mechanics, digital music classes, more gym activities.
5.	People Matters	<p>People Matter Report October 2025 The Board noted the People Matters Report 2025 which provided an update on HR and IR/ER matters for July 2025. This was presented by Emer Clarke, Head of HR and the following was discussed:</p> <p>Annual Leave: The Board was advised that it is unlikely that all annual leave accrued would be used by the end of 2026. More information will be provided to the Board before a decision is made to extend the deadline.</p> <p>HR Metrics Report: the HR metrics report, which provided data on staffing levels, absence rates and training completed, was considered by the Board.</p>

Koulla Yiasouma
Chairperson

Board Bulletin

Bulletin for Staff on the Board of Management Meeting held on Thursday 6th November 2025.

1.	Introduction	<p>The Chair advised the Board of the sad news that staff member, Bill Briody, had passed away on 2nd November. She extended condolences on behalf of the Board to his family and to his work colleagues.</p> <p>The Director paid tribute to Bill and his contribution to Oberstown.</p> <p>The Chair introduced David Byrne, who is the newly appointed nominee for the Department of Children, Disability and Equality and welcomed him to the Board.</p>
2.	Priority Agenda Items	<p>The Director updated the Board on a number of high priority items:</p> <p>HIQA: an inspection will take place from 10th- 12th November and preparations are in progress. The inspection will examine five rules under the Children’s Rights Policy Framework through a human rights-based lens.</p> <p>Rule 7 – Consultation & Participation Rule 8 – Positive Behaviour Rule 9 – Restrictive Practice Rule 10 – Staffing, Management and Governance Rule 12 – Authority to Suspend Rules</p> <p>All actions in the compliance plan from 2024 inspection are either complete or are ongoing; the approach to ensuring compliance was revised and resulted in a high level of compliance with recommendations.</p> <p>High Profile Young People: three high profile young people were recently admitted – the Board was updated on the current situation regarding these young people.</p> <p>Industrial Relations: the Director updated the Board on the current situation in relation to an instruction issued to staff by Forsa on 15th October which has the capacity to impact the operations of the campus and increase restrictions for young people. The trade union referred the matter to the WRC for conciliation on 6th November (the day of the</p>

		<p>Board meeting) and the members of SMT were in attendance at the WRC.</p> <p>Occupancy: As of September 30, there were 35 young people on site, with 23 on detention and 12 on remand, comprising of 34 males and 1 female, a short respite as there was a throughput of 48 young people during September.</p> <p>Stakeholder Engagement: The 11th Annual Irish Criminal Justice Agencies Conference took place October 10 with Oberstown as the lead sponsor and contributor. It was an opportunity to create open discourse on the topic of Youth Justice in Motion: Prevention, Intervention and Contribution and highlighted several priority items for consideration as we move into the next phase of development regarding young people in conflict with the law. The conference was very well attended by relevant stakeholders, policy makers and influencers and created a platform for extended conversations regarding the key issues.</p>
3.	Board Committees	<p>Audit & Risk Committee: The Chair of the Audit & Risk Committee provided an update on the meeting of the committee of 4th November 2025.</p> <ul style="list-style-type: none"> • The current contract for PR Services (Drury PN) will expire in February 2026 with provision for a twelve-month extension. The Committee requested further information, to include a performance evaluation, to facilitate decision-making on the extension of the contract. • Management Accounts September 2025: Pay costs were under-spent against budget by €428k Non-pay costs were over-spent against budget by €138K State Claims were under-spent against budget by 54K when accounted for on an accruals basis, the department account on a cash receipts basis. Their costs are running at €777K YTD. The Board discussed the drivers behind the budget variances. • Financial Forecast to 31st December 2025 • The budget forecast report indicates that pay related expenses are running under budget, however non-pay expenditure is exceeding the forecast, driven by higher than expected costs in a number of areas. Whilst the surplus in pay will partially offset against the over run in non-pay a deficit of €242k is forecast to the end of 2025. • Audit & Risk Committee Terms of Reference: The terms of reference were reviewed and approved by the Board. <p>Governance & Strategy Committee: The minutes of the Governance & Strategy Committee Meeting of 3rd October 2025 were noted with the following highlighted by the chair of the committee:</p>

		<ul style="list-style-type: none"> • DB has agreed to join the committee. • Governance Handbook: the Audit & Risk Committee review of the risk section of the handbook is complete. The final version of the handbook is now available on Board Effect for easy access. • The Business Plan 2025 was reviewed. • Strategic Planning 2026 -2031. The Board was updated on the process to appoint a facilitator for the development of the next strategy. • The Data Protection Policies were approved by the Board. • Board Self-Evaluation 2025. The Board Self-Evaluation 2025 is underway and results will be reported to the Board via the Governance & Strategy Committee.
<p>4.</p>	<p>Young People Matters</p>	<p>The Young People Matters Report was taken as read with the following highlighted by the Director:</p> <p>Occupancy: Overall, September was a busy month on the campus with a population of 48 young people. There were 6 new admissions and 4 re-admissions in September. There were 14 young people discharged. There were no bed referrals unavailable to the Courts during September, due to full occupancy.</p> <p>Single Separation: There was 32 Single Separations involving 16 young people in September, a decrease of 34 separations on the previous month.</p> <p style="padding-left: 40px;">30 were resolved within a 6-hour period 2 were resolved in 7-12 hours</p> <p>Safety Interventions: There were three safety interventions in September 2025, two high and one medium.</p> <p>Child Protection: There were 9 matters recorded on the DLP database for September 2025. (3 internal and 6 external).</p> <p>Activities and Programmes: update on activities and programmes for young people was provided.</p> <p>Advocacy Officer Report November 2025: The Board noted the outline of advocacy and complaint activity for the young people on campus for the month of September 2025.</p> <p>Minutes of the Young People Committee Meeting 28th August 2025 The minutes of the Young People Committee Meeting of 28th August 2025 were noted with the following highlighted by the Chair of the Committee (JG).</p> <ul style="list-style-type: none"> • Young people’s weekend schedules are being monitored and recorded in the CMS. This will be monitored by the Advocacy Officer and reported to the committee.

		<ul style="list-style-type: none"> • HIQA Recommendations: good progress made in the implementation of HIQA recommendations. • Ratings System has been reviewed and updated. • Review of Participation: An action plan for the implementation of the recommendation out of the Review of Participation was reviewed.
5.	People Matters	<p>People Matters Report November 2025</p> <p>The People Matters Report November 2025 was taken as read with the following highlighted by the Director:</p> <p>Annual Leave: The Board noted the reported annual leave levels for all staff. It was agreed that realistically, given staffing levels, this would not be used by end of 2026. The Board requested a more detailed breakdown, showing current and accrued leave, for the next meeting to inform decision-making on a deadline to use all leave.</p>

Koulla Yiasouma
Chairperson

Board Bulletin

Bulletin for Staff on the Board of Management Meeting held on Thursday 18th December 2025.

The bulletin below provides an overview of the Board of Management meeting that took place on Thursday 18th December 2025. The meeting was attended by Board members and members of the Senior Management Team.

<p>1.</p>	<p>Priority Agenda Item #1</p>	<p>Audit & Risk Committee</p> <p>Financial Statements for the Year Ended 31st December 2024.</p> <p>The Finance Officer presented the Financial Statements for the Year Ended 31st December 2024.</p> <p>In her presentation the following was highlighted:</p> <ul style="list-style-type: none"> • Changes made to the Financial Statements since they were approved for submission in March 2025. • No serious concerns raised by C&AG • Management letter will issue once audit file completed; anticipate completion early January. • Clean audit report will be issued. <p>The Chair of the Audit & Risk Committee advised that the Financial Statements had been considered by that committee at their meeting on 15th December 2025 and that a recommendation for approval was made to the Board.</p> <p>BC proposed the approval of the Financial Statements and MQ seconded; accordingly, the Financial Statements for the Year Ended 31st December 2024 were approved.</p> <p>The Chair thanked KF AO'M, FB and the Finance Team for their work in this area.</p> <p>Management Accounts October 2025</p> <p>The Finance Officer presented the Management Accounts for October 2025 and provided an overview of Oberstown financial performance to the end of October 2025.</p> <p>Procurement Policy</p> <p>The Board approved the Procurement Policy.</p>
<p>2.</p>	<p>Priority Agenda Item #2</p>	<p>The Director updated the Board on several high priority items:</p> <p>HIQA: The annual HIQA inspection took place between November 10-12, and the initial verbal feedback received was broadly positive</p>

		<p>however there was a level of discussion regarding the use of restrictive practice. The compliance plan will come to the Board when agreed.</p> <p>Occupancy: As of November 30, there were 35 young people on site, with 23 on detention and 12 on remand, comprising of 35 males which has provided some much-needed respite with regard to meeting competing operational requirements. The priority remains the delivery of frontline operations in order to ensure that our young people are receiving the best service possible</p> <p>Stakeholder Engagement: A knowledge sharing visit took place with Scottish counterparts, Kibble, who provide a full care service provision, from early years up to secure care. The direction of travel in workforce planning, is noteworthy with regard to a multidisciplinary approach across the service, to complement and support the frontline service delivery. This may be a future consideration for Oberstown. It is also noteworthy that the secure care facility provides 3 six bedded units; recent developments in Scotland has revised this downwards whereby any future builds will be four bedded units.</p> <p>Ongoing engagement with third level providers continues to yield results and another series of visits with 3rd level providers and students were hosted throughout November.</p>
3.	Young People Matters	<p>The Young People Matters Report was taken as read with the following highlighted by the Director:</p> <p>Occupancy: October was a notably busy month on the campus, with a population of 44 young people. There were four new admissions and four re-admissions during the month, and four young people were discharged. Due to full occupancy, 10 bed referrals were unavailable to the Courts.</p> <p>November also continued to be a busy month on the campus with a population of 50 young people. There were 5 new admissions and 5 re-admissions in November. There were 10 young people discharged. There were 3 bed referrals unavailable to the Courts during November, due to full occupancy.</p> <p>Single Separation:</p> <p>October: There were (93) Single Separations involving (29) young people in October, an increase of (61) separations on the previous month.</p> <p>It should be noted that of the (44) young people in residence in October there are (15) young people whose behaviour did not require management through Single Separation.</p> <p>November: There were (89) Single Separations involving (26) young people in November, a decrease of (4) separations on the previous month.</p>

		<p>It should be noted that of the (50) young people in residence in November there are (24) young people whose behaviour did not require management through Single Separation.</p> <p>Safety Interventions: There were four safety interventions in October, one high and three low. There were seven safety interventions in November, three high, three medium and one low.</p> <p>Child Protection: There were 14 matters recorded on the DLP database for October 2025. (8 internal and 6 external). There were 14 matters recorded on the DLP database for November 2025. (8 internal and 6 external).</p> <p>Activities and Programmes: update on activities and programmes for young people was provided.</p> <p>Advocacy Officer Report December 2025: The Board noted the outline of advocacy and complaint activity for the young people on campus for the months of October and November 2025.</p> <p>Children’s Rights Policy Framework The Children’s Rights Policy Framework was brought to the Board for approval having been considered by the Young People Committee at their meeting on 9th December 2025. The Chair of the Board provided the background to this version of the document. The document was updated and finalised by the CRPF Review Committee in June 2025. The Chair sent the updated version to external stakeholders for feedback. Feedback was received and is reflected in the version brought to this meeting. The Board agreed to send the updated document to the Department for consideration and sign off by the Minister.</p>
<p>4.</p>	<p>People Matters</p>	<p>The People Matters Report was taken as read with the following highlighted by the Head of HR:</p> <p>Recruitment: Recruitment remained active throughout 2025 to support safe staffing and longer-term workforce planning. Across the year, 27 recruitment campaigns were run for 32 positions. Retention from the 2024 intake has been strong (21 of 23 starters still in post at end-2025), and there was positive internal progression with 5 staff promoted during 2025.</p> <p>HR Metrics The Board noted the HR Metrics report for November 2025</p> <p>Employee and Industrial Relations: The Board was updated on employee and industrial relations.</p> <p>People & Culture Committee Meeting 9th December 2025 The Chair of the People & Culture Committee provided an update on the meeting of the committee held on 9th December 2025.</p>

		<p>Policy on Maternity Leave The Policy on Maternity Leave was approved by the People & Culture Committee and brought to the Board for noting.</p> <p>Policy on Managing Work-Related Violence, Harassment and Aggression The Policy on Managing Work-Related Violence, Harassment and Aggression was approved by the People & Culture Committee and brought to the Board for noting.</p> <p>Managing Performance MB, Employee Relations Manager, facilitated a workshop session with the Board and Senior Management Team to commence the process to develop a system to manage performance in Oberstown.</p>
5.		<p>Governance & Strategy Committee The Chair of the Governance & Strategy Committee updated the Board on the meeting of the committee held on 10th December 2025.</p> <p>Policy Development Framework The Policy Development Framework was approved by the Board.</p> <p>Policy for Acceptable Use of ICT The Policy for Acceptable Use of ICT was approved by the Board.</p> <p>Social Media Policy The Social Media Policy was approved by the Board.</p>
6.		<p>The Chair advised that she had attended the gospel choir event for the young people on 17th January 2025. This was an uplifting and inspiring event. The Chair extended thanks to all staff and particularly to the Chaplain, John Herron, for organising.</p> <p>The Chair thanked the Board for their level of engagement with meetings and board papers in 2025.</p> <p>She wished everyone a Happy Christmas.</p>

Koulla Yiasouma
Chairperson