

Board Bulletin

Bulletin for Staff on the Board of Management Meetings held on Thursday 7th May and Thursday 18th June 2026.

The bulletin below provides an overview of the Board of Management meeting that took place on Thursday 7th May and Thursday 18th June 2026. The meetings were attended by Board members and members of the Senior Management Team.

Priority Agenda Items	1. Occupancy/Capacity 2. Industrial Action
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Board of Management Meeting 7th May 2026

1.	Directors	Directors Update The Director provided updates on priority board issues: Occupancy: As of March 31, there were 42 young people on site, with 27 on detention and 15 on remand, comprising of 40 males and 2 female; a 40% remand rate remains is quite concerning given the known lack of conversion to detention, and it raises the question as to whether the full set of principles associated with legislation and European directives are fully being adhered to. Capacity: The Director outlined the challenges around trying to maintain service levels for young people given the increase of two to the occupancy certificate that came into effect on 31st March 2026. He expressed concern around the effect that this would have on staff as the increase is being supported by overtime. For the first time ever there was a deferred court order, creating a waiting list for about a week. The Board discussed this as length and the following was highlighted: • The Board asked for further information on the impact on services for young people, staff and operations. • Compliance with the Working Time Directive is a concern, an accurate real time assessment of any breaches is important • DCDE has a weekly check-in with Oberstown, weekly data is needed. • The Deputy Director reported that young people are struggling in the units with an occupancy of nine. The Board asked that this be recorded in a coherent way to reflect the experience of young people and staff.
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		• The approaching summer months present further concerns as staff take leave. • The Board reiterated the importance of oversight and requested that current information to be brought to the Board in June 2026 when the issue will be discussed as a priority. HIQA: The Director advised that HIQA have announced an inspection for 3rd and 4th June 2026. Stakeholder Events: The Board was updated on the second roundtable discussion on youth detention that took place on March 31st, chaired by the Department, with key stakeholders from a whole of justice systems approach present. The Department presented data on: • Girls in Oberstown • Travellers in Oberstown This will feed into the strategic planning process. The Director updated the Board on the Stakeholder event, hosted by Oberstown, that took place on 15th April 2026. with a view to influencing beyond Oberstown regarding detention as a last resort and the over representation of minority groups. The event was very successful, with some very positive feedback and networking.
2.	Young People Matters	The Young People Matters Report May 2026 was taken as read with the following highlighted by the Director: Restrictive Practice: The trends within restrictive practice are shifting slightly, with an increase in both single separation and physical interventions, 40 of the single separations can be attributed to 10 young people, with 3 young people accounting for a significant amount. Single Separation: There were (49) Single Separations involving (18) individual young people in March, an increase of (19) separations on the previous month. There were no incidents of single separation due to extenuating circumstances • Total Separations in March (49) ○ (41) Single Separations took place in the Detention and female Units –5, 6,7 & 8 ○ (8) Single Separations took place in the Remand Units – 9 & 10 • Length of Separation Despite challenges associated with problem solving for Single Separations in March: ○ (45) were resolved within a 6-hour period

		○ (4) were resolved in 7-12 hours Safety Intervention: The use of physical intervention has increased considerably throughout the month, and the trends indicate altercations, threats to self, staff and others, albeit that they involved 10 different individuals. There were ten safety interventions recorded in March 2026: 6 low level, 2 medium level and 2 high level.
3.	Board Committees	People & Culture Committee: Minutes of the People & Culture Committee Meeting 13th April 2026 The minutes of the meeting of the People & Culture Committee meeting of 13th April 2026 were noted with the following highlighted by the Chair: • The committee added an extra meeting to their schedule due to the issues ongoing in this area. • PMDS- this is continuing to progress. • The Head of HR updated the committee on the impact of the increase in the occupancy certificate for boys on staffing and the impact on industrial relations. • The People & Culture Committee Workplan 2026 was reviewed and progress was noted. HR Policies: The following HR policies were approved by the People & Culture Committee. • Blended Working Policy • Career Break Policy • Code of Conduct • CPD Policy • Dignity at Work Policy • Employee Development Policy • Flexible Working for Caring Purposes • Induction Policy • Mentoring Policy • Secondment Policy People Matters Report May 2026 The People Matters Report May 2026 was noted by the Board and the following was highlighted by the Head of HR: • Recruitment / pipeline focus: Continued focus on strengthening the RSCW pipeline through engagement with schools and colleges, work-based learning, sponsorship, relief-to-permanent conversions, widened eligibility criteria, and progression of live recruitment campaigns. • Workforce age profile: The workforce profile remains weighted towards older age cohorts, particularly in non-frontline roles,

		highlighting the importance of ongoing workforce planning, succession planning, and targeted recruitment. - Industrial relations: The Head of HR updated the Board on the most recent engagement with Forsa. Governance & Strategy Committee Governance & Strategy Committee Meeting 29th April 2026 The committee Chair (MQ) provided an updated on the meeting and the following was highlighted: - Board Membership: the committee reviewed board membership and confirmed re-appointments and new appointments. The overall composition of the board and committee structure was also considered; there was discussion around the need for an additional member from the Public Appointments process. - HIQA Compliance Plan will be added to the Business Plan. - HR Policies: with the HR Policy Review Project currently ongoing, the committee discussed the potential for confusion for staff. The committee agreed that the Employee Handbook should be updated with new policies and made available to staff. - The committee reviewed its Terms of Reference and recommended the removal of two items related to horizon scanning. The Board approved the updated Terms of Reference. - Business Plan Implementation: The General Manager – Governance, Risk & Compliance (KF) presented a report on the implementation of Business Plan 2026. The report draws on data extracted from the Smartsheet dashboard and is intended to support the Board’s governance and oversight function. The Board welcomed the new format
Board of Management Meeting 18th June 2026		
1.	Chair’s Business	The Chair updated the Board on the following: - The Children’s Rights Policy Framework was signed off by the Department. This will impact on how HIQA inspects Oberstown. - The Chair noted that this was the final Board meeting for Bernadette Costello and Jennifer Gargan as their terms expire on 30th June 2026 after two terms. She paid tribute to both outgoing members and their remarkable work in driving progress in Oberstown. Both members have made their mark and are leaving Oberstown a better place - Dr Michael Feehan has been appointed to the Board of Management. His term will commence on 1st July 2026.

		Michelle Griffin has been seconded to Tusla. The Board wished her all the best in her new role.
2.		Director's Business The Director's Report to the Board was taken as read with the following highlighted: As of May 31, there were 42 young people on site, with 28 on detention and 14 on remand, comprising of 41 males and 1 female; although the remand rate dropped to 33% it is still above norms associated with other places of detention. It is also noteworthy that during this period the certificate of occupancy increased to 47 as an emergency response to a serious event before the courts which required the campus to take in two extra young people. For a short period of time, 43 male beds were occupied and 2 female beds occupied with the licence reverting to 46 in a matter of days. HIQA: Further to recent engagement with HIQA, Oberstown entered a new phase of inspection, whereby twice-yearly targeted inspections across the year change the rhythm of the inspection and create further opportunities for improvement, if required, prior to one inspection report being published after the second inspection. HIQA conducted a targeted inspection across 3 days June 3 to June 5 in relation to restrictive practice as part of this new process. The campus was inspected against 2 dimensions, Capacity and Capability and Quality and Safety. Under Capacity and Capability, Rule 10, Staffing, Management and Governance, and Rule 12, Authority to suspend the rules were inspected. Under Quality and Safety, Rule 9, Restrictive Practice was inspected. Occupancy/Capacity: Capacity on campus remains a concern, for both the Executive and the Board, and is impacting on sustained service delivery as outlined at risk number 1 in the corporate risk register. The Director noted the high level of work required to continue delivery of services to young people. At month end April there were 43 young people on campus and at month end May there were 42 young people on campus and as of June 11 there are 40 young people on campus. At this stage there are no units operating with 9 young people in residence. The Director noted that restrictive practice continues to decrease. The Board was updated on current industrial relations – the overwhelming vote for industrial action including strike and the notice that this has started with an overtime ban. The Board expressed great concern at the situation, noting the current reliance on overtime to staff units, and the potential impact on young people and staff. It was noted by the Chair of the Young People Committee that young people are very anxious about this

		and concerned about how it will affect them. There was a lengthy discussion on resolution measures and the Board agreed that a communication should issue to all staff, expressing their support to both them and the Senior Management Team in finding a resolution.
3.	Board Committees	Audit & Risk Committee Minutes of the Audit & Risk Committee Meeting of 4th June 2026 The minutes of the meeting of the Audit & Risk Committee 4th June 2026 were taken as read with the following highlighted by Chair of the committee (BC): • The Budget Submission for 2027 was reviewed. • The three-year audit plan was approved. • The payroll audit is progressing. • Development of Operational Risk Registers is progressing; the facilitator was very complementary about the staff and operational managers and their understanding of risk. Budget Submission 2027: was closely scrutinised by the Board and was approved for submission to the department, subject to some amendments. Risk Register: The Risk Register was reviewed by Board. Sustainability Committee The minutes of the meeting of the Sustainability Committee 20th May 2026 were taken as read with the following highlighted by Chair of the committee (BA): • The committee has a sharp focus on capital projects. • A master plan of the campus, incorporating the ecology report, will be developed – this is part of the implementation of recommendation 11 from the Culture Review. • Energy Performance: Total energy consumption is showing year-on-year improvement. Energy consumption reduced by approximately 10–11% year-on-year in January and February. • ISO50001 Energy Management Certification. • Oberstown Campus has been recommended for ISO5001 certification. Recent certification audit took place and Rodrigo Rufino and Jacek Zgardzinski are to be acknowledged and commended for the work and effort they put in to obtain the accreditation where there were no nonconformities noted.
4.	Annual Report 2025	The Communications Officer, Matthew Kelly, presented the Annual Report 2025. The report was approved and the Board thanked the Communications Officer for his work on the Annual Report 2025.

		It was also noted by the Board that the report demonstrates that Oberstown is a highly successful organisation and heartfelt gratitude and congratulations were extended to all staff, school staff and young people.
5.	Young People Matters	Young People Matters Report June 2026 The Young People Matters Report June 2026 was taken as read with the following noted: Restrictive Practice: The trends within the restrictive practice space have been quite fluid during this period, with an increase in single separation in April to 71 incidents, almost 33% accountable to extenuating circumstances. This resolved throughout May to 31 incidents and zero incidents accountable to extenuating circumstances. Similarly, regarding physical interventions the trends are improving, with 4 incidents recorded in April and 2 incidents recorded in May. • Total Separations in April (71) ○ 6 Single Separations took place in the Detention Units –5, 6,7 & 8. ○ 4 Single Separations took place in the Remand Units – 9 & 10 • Total Separations in May (31) ○ 11 Single Separations took place in the Detention Units –5, 6,7 & 10. ○ 20 Single Separations took place in the Remand Units – 8 & 9 It is noteworthy that the data for the first 5 months of 2026 compares favourably to the date for the equivalent time frame in 2025; with a total of 222 single separations and 22 physical interventions in 2025 as opposed to 298 single separations and 40 physical interventions; against a backdrop of increased capacity and industrial relations discourse. Safety Intervention: The use of physical intervention has been trending downwards, which is very positive from a high of 10 incidents in March this year, to 4 in April and 2 in May, and all at lower levels. The board noted an update on programmes, activities and the chaplaincy space during May 2026. Advocacy Officer Report June 2026 The Advocacy Offer Report for Jun 2026, detailing activity for April/May 2026, was noted by the Board.

Koulla Yiasouma
Chairperson