

Board Bulletin

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

1.	Priority Agenda Items	The Board discussed the following priority items at length: 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. • 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. The Board thanked the staff for their engagement. 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. 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. 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.
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2.	Board Committees	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: • 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. 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. 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. 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.
3.	Director's Business	Director, Damien Hernon, presented his report to the Board, in his presentation he highlighted: 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. 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

		Griffin is the delegated Oberstown nominee to consider a draft proof of concept pilot on integrated response pathways with TUSLA and relevant stakeholders 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. 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.
4.	Young People Matters	The Young People Matters Report was taken as read with the following highlighted by the Principal Officer Care: 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 Single Separation: There were 66 Single Separations involving 30 young people in August, an increase of 4 separations on the previous month. • 59 were resolved within a 6-hour period • 7 were resolved in 7-12 hours Safety Interventions: There were 5 safety interventions in August, 1 high level, 2 medium and 1 low level. Child Protection: There were 14 matters recorded on the DLP database for August 2025. (5 internal and 9 external).

		Activities and Programmes: update on activities and programmes for young people was provided. 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. 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.” 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): • 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	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: 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. HR Metrics Report: the HR metrics report, which provided data on staffing levels, absence rates and training completed, was considered by the Board.

Koulla Yiasouma
Chairperson