

## **Bulletin on the Board of Management Meeting held on 21<sup>st</sup> January 2021**

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place via Zoom on 21<sup>st</sup> January 2021.

Ref	Subject	Summary
1.	<b>COVID 19</b>	<p>The Board was updated on the situation with regard to COVID-19 and the fact that the Campus remains COVID free. It was advised that the further recent escalation of COVID 19 in the community has meant that the virus is currently the biggest risk to the Campus and has resulted in a series of crisis management briefings held in the first week of January 2021. The key drivers of these meetings has been:</p> <ul style="list-style-type: none"> <li>• The sustained delivery of the organisation’s core purpose and function and;</li> <li>• The sustained well-being of the organisation.</li> </ul> <p>The Board commended the collaborative work of the Interim Director, all managers, staff and the CSIMC for continuous dedication and resilience in responding to the difficulties posed by COVID-19 which has been vital in ensuring the safety of everyone on Campus during these exceptionally challenging times.</p>
2.	<b>Board Committees</b>	<p><b>Audit &amp; Risk Committee</b></p> <p>The Board received the C&amp;AG Audit Certificate for year ended 31<sup>st</sup> December 2019. The Chair of the Committee welcomed the clean audit certificate and thanked all involved for their work on this.</p> <p>The Audit &amp; Risk Committee Workplan for 2021 was approved.</p>
3.	<b>Restrictive Practices</b>	<p>There were 36 incidents of single separation in December 2020 involving 19 young people. This is a 30% reduction in the incidence of single separations since November 2020 where there was recorded a total of 52 incidents involving 19 young people. The Board welcomed the reduction in the incidence of single separations and advised that it will be considering how best to make further progress in this important area.</p>
4.	<b>Education</b>	<p>Although the Oberstown school was listed in the schools to open on 11th January, this decision was then paused pending ministerial consultation with the teacher unions. The School Principal, Deputy Principal, the Head of Programmes and the Activities Co-ordinator have collaborated to provide a blended approach to the provision of education on Campus. Young people are engaged in education until 2.00 pm with normal after-school activities provided in the afternoon. The Chair commended the creativity and determination that allowed this interim solution to develop and thanked all involved. The Board continues to advocate for return to full time education on behalf of the young people.</p>
5.	<b>Engagement with Young People</b>	<p>The Young People Committee met with two young people on 16th December 2020, who had consulted with others on their units about the matters of concern and interest that were brought to the Committee. These were shared with the Board and a response from the Director sought where appropriate. The role of the Committee is limited as a result of COVID 19 and will consider how the process of ongoing engagement with the young people can be managed, continuing to learn from its experience.</p> <p>The Board welcomed that the voice of the young people was being heard directly by members.</p>

6.	<b>Strategy</b>	The Board looks forward to the details of the interim strategy being shared with all staff via Workvivo once details are finalised by the Interim Director. Individual consultation meetings with staff are being progressed by the Interim Director as part of the process to form the next Oberstown Strategy. The Strategy Committee has scheduled meetings to oversee the process.
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**Professor Ursula Kilkelly**  
**Chairperson**

## **Bulletin on the Board of Management Meeting held on 18<sup>th</sup> February 2021**

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place via Zoom on 18<sup>th</sup> February 2021.

Ref	Subject	Summary
1.	<b>COVID 19</b>	The Board was advised that efforts to keep the Campus Covid-19 free are ongoing and the range of measures introduced in recent weeks remain in place.
2.	<b>Meeting with the Minister.</b>	The Chair updated the Board about her meeting with Mr Roderic O’Gorman, Minister for Children, Equality, Disability, Integration and Youth. The meeting was very constructive, and the Minister thanked the Chair and the Board of Management for their continuing commitment to Oberstown.
3.	<b>Board Committees</b>	<p><b>Governance Committee</b></p> <p>The minutes of the Governance Committee meeting of 9th February 2021 were noted by the Board with the following points noted by the Chair (UK):</p> <ul style="list-style-type: none"> <li>• Governance Handbook is to be kept under continuous review.</li> <li>• Risk Management is to be embedded in the work of all Board Committees.</li> <li>• The Governance Committee submitted an Annual Report to the Board.</li> </ul> <p><b>People &amp; Culture Committee</b></p> <p>The Terms of Reference of the People &amp; Culture Committee were approved by the Board.</p>
4.	<b>Restrictive Practices</b>	There were 44 incidents of single separation in January 2021 involving 17 young people. This is a 22% increase since December 2020. The increase is associated with one young person who has a very complex set of needs and is presenting with challenging behaviour. There were 14 physical interventions by staff on Campus involving 7 young people. This is a slight increase on previous figures.
5.	<b>HIQA</b>	The Board welcomed the HIQA inspection report of Oberstown Children Detention Campus carried out on 8th December - 10th December 2020, details of which will be shared on publication.
6.	<b>Executive Engagement with the Board</b>	Marina McGarry, Deputy Director for Operations, gave the Board a presentation on restrictive practices, detailing strategies to review and reduce their use. The Board welcomed the greater understanding of data on restrictive practice that the presentation provided, and extended support to efforts to review and reduce restrictive practices even further.
7.	<b>Engagement with Young People</b>	The Advocacy Officer’s report, detailing engagement with young people for the period 1st – 31st January 2021, was noted by the Board. The report included feedback from young people on their experience of physical court appearances, and the use of the two cell vehicle for transport to court.
8.	<b>Strategy</b>	The minutes of the Strategy Committee meeting of 1 <sup>st</sup> February 2021 were noted. The Committee Chair (JMCD) gave an update on the strategic planning process.

9.	<b>Premises</b>	The proposed works to enable the move from Units 1 & 2 are on schedule for completion by end of Q1, 2021. This will facilitate the move from the remand units to the detention side of the Campus in Q2 2021.
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**Professor Ursula Kilkelly**  
**Chairperson**

## **Bulletin on the Board of Management Meeting held on 25<sup>th</sup> March 2021**

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Thursday 25<sup>th</sup> March 2021.

<b>Ref</b>	<b>Subject</b>	<b>Summary</b>
1.	<b>Introduction</b>	The Chair and the Board welcomed Damien Heron to his first meeting as Director of Oberstown, following his appointment on 15th March 2021.
2.	<b>Board Membership</b>	<p>The Chair advised that Noreen Leahy is moving to a new role within the Department and will be resigning her position on the Board as a result. The Chair thanked Noreen for her support and commitment both while on the Board and in her role within the Department. The Board wished Noreen well in her new role.</p> <p>The Chair advised that the Minister had confirmed the appointment of Donal McCormack to the Board of Management as the Tusla Representative.</p>
3.	<b>Board Committees</b>	<p><b>Audit &amp; Risk Committee</b></p> <p>The Audit &amp; Risk Committee presented the Board with the draft Financial Statements and Statement of Internal Control for the year ended 31st December 2020. These were considered and then approved for submission to the C&amp;AG.</p> <p>The Board welcomed the Audit and Risk Committee Assurance Report. This document aims to support the Board's process of reviewing the effectiveness of the systems of internal control established by management for finance, operations, compliance and risk management. The Board thanked the Committee and the Oberstown finance team for the significant work undertaken under significant time pressure.</p>
4.	<b>COVID 19</b>	<p>Aoife Rafferty, CPO, provided a detailed, chronological account of the COVID-19 outbreak on Campus from 1st March to the current situation. She outlined that 72 staff were impacted, with 53 Residential Social Care Workers unable to attend work due to either testing positive for COVID-19 or a requirement to restrict movements as a close contact. Two young people tested positive, with sixteen close contacts. This resulted in a very grave situation with serious concerns arising around keep the Campus safe and providing care to young people. The step-by-step process of managing the risks was set out for the Board and an update was provided on all staff and young people who tested positive.</p> <p>The Board thanked the Director, CPO and the Senior Management Team for their leadership during this crisis and unanimously expressed confidence in the Director and his team at this time. They paid tribute to all staff who continued to work during these most difficult circumstances and requested that this be acknowledged.</p>
5.	<b>Restrictive Practices</b>	There were 32 incidents of single separation involving 15 young people in February 2021. The Board welcomed the 27% reduction in single separations since January 2021. There was a reduction in the length of single separations for more than 3 hours, credited to both staff, Head of Residential and Deputy Director of Operations challenging and resolving single separations issues within a reasonable timeframe.

6.	<b>Visit of Minister Roderic O’Gorman</b>	<p>Roderic O’Gorman, Minister for Children, Equality, Disability, Integration and Youth, joined the meeting at 12.00 pm.</p> <p>The Chair welcomed the Minister to his first meeting of the Board, thanked him for taking the time to attend and introduced him to Board members.</p> <p>The Minister thanked everyone for their work and dedication. He outlined the ongoing efforts to address Oberstown’s access to the vaccination programme, noted with concern the impact of the COVID 19 outbreak on staff and young people and asked for an update on the current situation. There were contributions from all Board members and the Director in response.</p> <p>The Minister commended the work of the Board, the care provided to young people, and the important focus on putting a recovery plan in place. He saluted the huge efforts of staff during the COVID crisis.</p> <p>The Minister advised that he would stay in touch with the Chairperson about the matters discussed and expressed interest in engaging with the Board on broader issues on a future occasion.</p> <p>The Chair thanked the Minister for attending.</p>
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**Professor Ursula Kilkelly**  
**Chairperson**

## **Bulletin on the Board of Management Meeting held on 23<sup>rd</sup> April 2021**

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Friday 23<sup>rd</sup> April 2021.

Ref	Subject	Summary
1.	<b>Board Membership</b>	The Chair advised the Board that Denis O’Sullivan, Principal Officer DCEDIY, has been appointed by the Minister as the Department nominee to the Board.
2.	<b>Board Committees</b>	<p><b>Governance Committee:</b> The minutes of the Governance Committee meeting of 13<sup>th</sup> April 2021 were noted by the Board with the following points noted by the Chair (UK):</p> <ul style="list-style-type: none"> <li>• An updated version of the Governance Handbook was approved by the Board.</li> <li>• The Board approved the first quarterly report from the Board of Management to DECDIY under the Performance Delivery Agreement.</li> </ul> <p><b>Strategy Committee:</b> The minutes of the Strategy Committee meeting of 12<sup>th</sup> April 2021 were noted. The Chair of the Committee (JMcD) outlined the progress to date in the strategic planning process.</p>
3.	<b>Executive Engagement</b>	Selena Reilly, Head of Programmes, gave the Board a presentation on PPMs, Outcome Star Assessment, Programmes and Permitted Absence. She outlined how the programmes were documented and evaluated following each session. The Board welcomed the oversight of the process and thanked SR for her very interesting and informative presentation.
4.	<b>Restrictive Practices</b>	<p>The Board considered the data on restrictive practices noting 79 incidents of single separation in March 2021 involving 20 young people, an increase of 147% on February 2021. The Director outlined the issues behind this increase and the measures in place to address them.</p> <p>There were 13 physical interventions by Campus staff during March 2021, involving nine young people; a substantial increase of 225% on February 2021, with similar reasons highlighted as per the single separation.</p> <p>There were no handcuffs used since the last Board meeting in March 2021.</p>
5.	<b>Youth Justice Strategy 2021-2027</b>	The Youth Justice Strategy 2021- 2027 was published by the Minister for Justice on 15th April 2021. The Board received a copy of the document, with the areas on which Oberstown has lead or co-responsibility highlighted for information.
6.	<b>Premises</b>	Works on the construction of the new road and gate and for the revamping of the old gym to a training and social building commenced on 12/04/2021. It is anticipated that construction will be fully completed by 18/06/2021 and the expectation is that the move from Unit 1 and Unit 2 will take place by the end of Q2, 2021.

**Professor Ursula Kilkelly**  
Chairperson

**Oberstown Children Detention Campus**  
Oberstown, Lusk, Co Dublin

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## **Bulletin on the Board of Management Meeting held on 26<sup>th</sup> May 2021**

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Wednesday 26<sup>th</sup> May 2021.

Ref	Subject	Summary
1.	<b>Board Membership</b>	The Chair welcomed new Board members Denis O’Sullivan, Department of Children, Equality, Diversity, Integration and Youth and Donal McCormack, Tusla, to their first meeting.
2.	<b>Board Committees</b>	<p><b>Audit &amp; Risk Committee:</b> The minutes of the Audit and Risk Committee meeting of 26<sup>th</sup> April 2021 and 11<sup>th</sup> May 2021 were noted, with the following points highlighted by the Chair (BC):</p> <ul style="list-style-type: none"> <li>• The Committee considered the Anti-Fraud &amp; Corruption Awareness Policy</li> <li>• The Head of Risk a presentation on her aims, strategy and proposed approach to risk, along with principles and guidelines for risk management in Oberstown.</li> <li>• The Board reviewed and approved the Audit &amp; Risk Committee Terms of Reference.</li> <li>• The Board approved the Procurement Plan 2021-2023.</li> </ul> <p><b>People &amp; Culture Committee:</b> The minutes of the People &amp; Culture Committee meeting of 17<sup>th</sup> May 2021 were noted, with the following points highlighted by the Chair (UK):</p> <ul style="list-style-type: none"> <li>• The immediate priority is to progress Board approval of the suite of HR policies.</li> <li>• It is important that the policies are accessible to staff.</li> <li>• An implementation plan will be developed once the policies are approved.</li> </ul> <p>The Board reviewed and approved the following eight HR policies that were considered a priority for day-to-day management and staff support:</p> <ul style="list-style-type: none"> <li>• Code of Conduct and Behaviour</li> <li>• Disciplinary Policy</li> <li>• Equality, Diversity &amp; Inclusion Policy</li> <li>• Grievance Policy</li> <li>• Learning &amp; Development Policy</li> <li>• Performance Management &amp; Development Policy</li> <li>• Sick Leave Policy</li> <li>• Respect &amp; Dignity in the Workplace Policy</li> </ul> <p><b>Strategy Committee:</b> The minutes of the Strategy Committee meeting of 10<sup>th</sup> May 2021 were noted. On presentation by the Chair (JMCD) the following were approved by the Board:</p> <ul style="list-style-type: none"> <li>• The extension of the current Strategy to the end of 2021.</li> <li>• A revised plan for the development of the next Strategy.</li> </ul>

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		<ul style="list-style-type: none"> <li>The appointment of Denis O’Sullivan and Ursula Kilkelly to the Committee.</li> </ul>
3.	<b>COVID 19</b>	<p>The Director provided an update on the status of the vaccination programme for Oberstown staff. 246 staff have received their first dose of the vaccine, with 56 due to receive their second on 28th May. The Chair acknowledged the huge collaborative effort that delivered vaccination in a timely manner to Oberstown staff and the additional value of securing vaccination on an organisational level.</p> <p>The Director presented a review of the learning from the March outbreak of COVID 19, outlining what went well, what improvements could be made and how to support recovery of the Campus. The Chair welcomed the presentation and identified learning from the Board, including the importance of regular communication and the need to develop external support for the Campus during emergencies.</p>
4.	<b>Restrictive Practices</b>	<p>The Board considered the data on restrictive practices noting 26 incidents of single separation in April 2021, involving 10 young people. This is a reduction since March 2021, attributable to a number of issues related to the easing COVID 19 situation, higher team functioning and the improved management of young people’s behaviour. There were two physical interventions by staff during April involving two young people. This is a significant decrease on what was recorded for March 2021. There were no handcuffs used since the last Board meeting in April 2021.</p>
5.	<b>Cyber Security</b>	<p>In light of the recent cyber-attack on the HSE and Department of Health, the Director outlined a review of Oberstown security status and the measures undertaken to ensure the security of Oberstown’s IT systems. A full report will be brought to the June Board meeting.</p>
6.	<b>Communication &amp; Engagement</b>	<p>The draft Annual Report 2020 was circulated to the Board who reviewed and approved the general layout and approach. The Board commended the work of the Communications Officer on the Report.</p>
7.	<b>The Future of Oberstown: Planning &amp; Options.</b>	<p>The Chair introduced a document proposing a process designed to scope out the various options for the future development of Oberstown and its physical Campus. A range of factors and circumstances, internal and external to Oberstown, mean that it is timely to consider the development of the service, the changing needs of young people and how best to maximise the use of Campus resources. This long-term project will be a standing item on the Board agenda.</p>

**Professor Ursula Kilkelly**  
Chairperson

## **Bulletin on the Board of Management Meeting held on 25<sup>th</sup> June 2021**

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Friday 25<sup>th</sup> June 2021.

Ref	Subject	Summary
1.	<b>Board Membership</b>	Pat Rooney, Community Representative, advised the Board of his decision to resign for personal reasons. Mr Rooney served on the Board of Oberstown for over 27 years. The Chair paid tribute to Mr Rooney's long service and dedication to Oberstown and to the Board, and thanked him for his valuable input, wisdom and experience.
2.	<b>Board Committees</b>	<p><b>Governance Committee:</b> The minutes of the Governance Committee meeting of 14<sup>th</sup> June 2021 were noted with the following points highlighted by the Chair (UK):</p> <ul style="list-style-type: none"> <li>• <i>Board Excellence</i> have been appointed to undertake an external evaluation of the Board of Management.</li> <li>• A new process was approved to identify staff members to be nominated for appointment to the Board by the Minister. As the current staff members are eligible and wish to be re-appointed, this process will take effect when a vacancy arises. An equivalent process was approved for the nomination of Community Representatives.</li> </ul> <p><b>Strategy Committee:</b> The minutes of the Strategy Committee meeting of 15<sup>th</sup> June 2021 were noted. The Chair (JMCD) outlined the following key points:</p> <ul style="list-style-type: none"> <li>• The Oberstown Vision was reviewed</li> <li>• Consultation with External Stakeholders was discussed.</li> <li>• The Committee agreed to appoint an external facilitator to support the development of the Strategic Plan. This was approved by the Board.</li> </ul> <p><b>Young People Committee:</b> The minutes of the Young People Committee meeting of 26<sup>th</sup> May were noted with the following highlighted by the Chair (JG):</p> <ul style="list-style-type: none"> <li>• The Committee would like to meet with more young people to gain a broader perspective of the young people on Campus. It is envisaged this will happen when COVID-19 restrictions are lifted.</li> </ul>
3.	<b>Young People on Campus</b>	As of 31/05/2021, there was a total of 29 young people on detention and remand orders, including one girl; of the 29, two were on permitted absence. With regards to ACTS services on Campus, an Addiction Counsellor commenced on site in May and the successful candidate for the Psychologist's position is due to commence by the end of June.
4.	<b>COVID 19</b>	The Director reported that there has been an excellent uptake of vaccination with 98% of Campus staff now fully vaccinated. While vaccination has brought confidence to the Campus, it is important to continue to adhere to public health measures against COVID-19.

5.	<b>Restrictive Practices</b>	<p>The Board noted 15 incidents of single separation in May 2021, involving nine young people and was briefed on underlying factors. One incident of single separation spanned over two days.</p> <p>There were five physical interventions involving five young people.</p> <p>Handcuffs were used on one occasion during May and the Director outlined the circumstances which were considered appropriate.</p> <p>The Chair and Director will consider the frequency and nature of the reporting of Restrictive Practices, in order to enable a focus on trends.</p>
6.	<b>Premises</b>	<p>The move from Unit 1 and Unit 2 is currently due to take place in the week commencing 19th July 2021. Construction works of the road and gateway and the training building were completed on 18/06/2021. The Director described the implications of the move and outlined the risk assessment process underway, which will ultimately determine the timing of the move. The Board welcomed the briefing and noted the positive benefits associated with accommodating all young people in the new residential units.</p>
7.	<b>Children's Rights Policy Framework</b>	<p>In order to finalise training for the implementation of the Children's Rights Policy Framework, the Board extended all current care policies until 31st August 2021. The Children's Rights Policy Framework will be implemented from 1st September 2021 and the Director will present a comprehensive report to the Board on this process.</p>
8.	<b>Communication &amp; Engagement</b>	<p>Following Board approval, the Annual Report 2020 was submitted to the Minister for Children and was subsequently laid before the Houses of the Oireachtas.</p> <p>The Board approved an exercise in stakeholder mapping, to identify the different types of stakeholder groups, their relative relevance and importance to Oberstown and the form and frequency that engagement and communication with such groups should take.</p>

**Professor Ursula Kilkelly**  
Chairperson

## **Bulletin on the Board of Management Meeting held on 21<sup>st</sup> July 2021**

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Wednesday 21<sup>st</sup> July 2021.

Ref	Subject	Summary
1.	<b>Board Committees</b>	<p><b>Audit &amp; Risk Committee:</b> The minutes of the Audit &amp; Risk Committee meeting of 8<sup>th</sup> July 2021 were noted with the following points highlighted by the Chair (BC):</p> <ul style="list-style-type: none"> <li>The Head of Risk updated the Committee on the work that has been undertaken to develop a Risk Management Framework. The Audit &amp; Risk Committee will monitor the progress of this project.</li> <li>The Board approved the Internal Audit Charter.</li> </ul> <p><b>Strategy Committee:</b> The minutes of the Strategy Committee meeting of 14<sup>th</sup> July 2021 were noted. The Chair (JMCD) outlined the following key points:</p> <ul style="list-style-type: none"> <li>A facilitator is being appointed; the Committee will meet again and the timeline will be reviewed once the facilitator is in place.</li> <li>A document is under discussion will act as an aid to the facilitator.</li> </ul> <p><b>Young People Committee:</b> The Chair of the Young People Committee (JG) provided an update to the Board.</p> <ul style="list-style-type: none"> <li>An event was held on Campus on 25<sup>th</sup> June 2021 to recognise the contribution of the two young people involved in the Director Recruitment process and the Campus Council. Both young people were presented with certificates.</li> <li>The Committee is looking forward to working with new members of the Campus Council.</li> <li>It is proposed to bring the Advocacy Officer reports to the Young People Committee as part of their work schedule so that they can be discussed in context of the Committee's work.</li> <li>The Committee intends to broaden their engagement with young people across the Campus as soon as COVID restrictions permit.</li> </ul>
2.	<b>Young People on Campus</b>	As of 30/06/2021, there were 25 young people on detention and remand orders, including one girl; there were no young people on permitted absence.
3.	<b>COVID 19</b>	<p>The Board noted the updated Campus COVID-19 Resilience Plan V4 with details the current COVID-19 safety measures and protocols in place. The Board requested that consideration be given to a more flexible approach to visits for young people that are currently screened due to the risks associated with COVID-19.</p> <p>The Director advised that the Campus is seeking access to the vaccination programme for young people aged 18 and over. The Board welcomed this initiative.</p>
4.	<b>Restrictive Practices</b>	The Board discussed the data on restrictive practices in detail, with consideration of the use, frequency and reasons behind the practices. The Board recommended that the presentation of this data be reviewed in order to enhance the Board's oversight function/review of the implementation of policy.

5.	<b>Participation Framework</b>	The Board welcomed the National Participation Framework for Children and Young People’s Participation in Decision-making, as circulated. The Chair proposed that the Board Young People Committee use the Framework to review and refresh the Campus Participation Strategy.
6.	<b>Activities</b>	The Board was updated on plans that are underway to set up a number of initiatives including weekly Park Runs for staff and young people. Former professional boxer, Kenneth Egan, is delivering motivational workshops to young people over a three-week period and the possibility of a boxing academy on Campus is being explored. In addition, a professional triathlete Ger Redmond is also delivering motivational workshops to young people.
7.	<b>Cyber Security</b>	<p>Tom Gannon, IT Project Leader, provided the Board with an overview of the IT Framework, outlining which areas were outsourced to the Department of Justice and which were managed in-house. He outlined the risks associated with an outsourced IT model, stressing that outsourcing IT services did not outsource the risk.</p> <p>Mazars updated the Board on an Information Security Review, undertaken by Mazars in their capacity as data protection consultants. The Audit &amp; Risk Committee is undertaking a separate review of cyber security as part of the internal audit function. This will be progressed by that Committee.</p> <p>The Chair of the Audit &amp; Risk Committee advised that the presentation was designed to provide the Board with an overview of the Oberstown IT Framework, and current cyber security risks. The Committee is proactively seeking assurances and oversight in this area in this critical area on behalf of the Board.</p>
8.	<b>Communication &amp; Engagement</b>	The Board was updated on the Oberstown Stakeholder event which will take place on 28th July 2021.
9.	<b>Horizon Scanning: The Future of Oberstown: Planning &amp; Options</b>	The Chairperson updated the Board on a meeting which took place between the Chairperson, Director and DCEDIY to discuss key issues relating to future planning for Oberstown. A summary of key priorities identified was provided; Data analysis and research is necessary to scope out these issues, which need to be identified in the new Oberstown strategy, notwithstanding that they are long-term in nature.

**Professor Ursula Kilkelly**  
Chairperson

## **Bulletin on the Board of Management Meeting held on 13 September 2021**

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Monday 13<sup>th</sup> September 2021.

Ref	Subject	Summary
1.	<b>Board Membership</b>	<p><b>Appointments:</b> The Chair welcomed the newly appointed Community Representative, Brian Arnold to his first Board meeting. She also welcomed Staff Members, Laoise Manners and Craig Mulligan, who have been re-appointed for a second term.</p> <p><b>Resignations:</b> Don O’Leary advised the Board of his decision to resign from the Board of Management due to ill health. He expressed gratitude for having served two terms and acknowledged the total commitment of the Board and staff to ensuring that young people’s needs are being met. The Chair paid tribute to his wisdom and positive impact on the Board on behalf of young people in particular.</p>
2.	<b>Board Committees</b>	<p><b>Audit &amp; Risk Committee:</b> The Chair of the Audit &amp; Risk Committee (BC) updated the Board on the ongoing work of the Committee. The Committee continued to liaise with members of the senior management team to progress open issues. The Chair and Secretary are working with internal audit providers, Mazars, to agree the Terms of Reference for an IT Security Audit.</p> <p><b>Governance Committee:</b> The Chair of the Governance Committee (UK) updated the Board on the work of the Committee since the July meeting.</p> <ul style="list-style-type: none"> <li>• Chairperson’s Report the Minister: In line with the requirements of the Code of Practice, this has been agreed and will be submitted to the Minister. The C&amp;AG will review as part of their audit.</li> <li>• Code of Practice Compliance Checklist. This has been updated to reflect work undertaken to further Oberstown’s compliance with the Code of Practice. This will be reviewed by the C&amp;AG once final.</li> <li>• Board Evaluation: The Board evaluation process is progressing. A questionnaire will be issued to Board members by Board Excellence, this will be followed with one-to-one interviews.</li> </ul> <p><b>Strategy Committee:</b> The Chair advised the Board that a facilitator has been appointed to progress the development of the Strategic Plan.</p> <p><b>Young People Committee:</b> The minutes of the Young People Committee meeting of 21<sup>st</sup> July 2021 were noted by the Board. The Advocacy Officer gave the Board an overview of the nature of complaints received from young people and how they are resolved.</p>
3.	<b>COVID 19</b>	<p>The Board noted the updated Campus COVID-19 Resilience Plan V6. COVID-19 continues to place demands on the Campus. Over the last month, a number of staff tested positive for COVID-19 and together with new admissions of young people, precautionary testing was carried out on staff and young people in line with HSE close</p>

		contacts protocol. All these tests were negative and staff, who were all fully vaccinated, returned to work in line with protocol.
<b>4.</b>	<b>Restrictive Practices</b>	<p>The Board considered data on Restrictive Practices from July – January 2021. The Director advised that challenging behaviour from some young people in the period had led to an increase in both single separation and physical intervention. The Board discussed the complexity of managing challenging behaviour in young people and the concerns of staff around this. How best to support young people with particularly acute needs is under active consideration.</p> <p>The Board also discussed its oversight of restrictive practices and agreed that this should be revised to give context to the data presented and to ensure the most meaningful and robust data is presented to enable Board oversight.</p>
<b>5.</b>	<b>Incidents</b>	<p>The Board noted a report on Notifiable Incidents on Campus from January – July 2021. The report outlined the numbers and grades of incidents on Campus in line with the IYJS policy and details of other critical incidents were also provided. The Director described the After Incident Review (AIR) policy and how learnings were incorporated into a process of continuous improvement.</p>
<b>6.</b>	<b>Industrial Relations</b>	<p>The Chief People Officer described the concerns that have been raised by staff representatives around the safety and well-being of staff. Recent incidents on Campus have heightened staff anxiety. The Board’s staff members provided further information and insights into the concerns of staff.</p> <p>The Board acknowledged the challenging environment in which staff are currently working and highlighted the imperative that the working environment is safe for staff and young people. The Board stressed the importance of resolving these matters locally, knowing that the capacity and knowledge exists in Oberstown to do so, and expressed an expectation that both staff representatives and management progress the matters through open and constructive dialogue and co-operation.</p>
<b>7.</b>	<b>Activities</b>	<p>John Smith, Activities Co-Ordinator, gave a presentation to the Board on the Summer programme of activities offered in July and August 2021. Activities were provided for young people from 10.00 am – 6.00 pm daily in July and August, the Programme was very successful despite Covid restrictions. He outlined the projects run as part of the programme.</p> <p>JS outlined his vision to create a social enterprise with young people. The Board welcomed the initiative to develop social enterprise projects as part of the schools learning and development programmes.</p> <p>The Chair thanked JS for his presentation and exceptional work undertaken by him and his team.</p>

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## **Bulletin on the Board of Management Meeting held on 21<sup>st</sup> October 2021**

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Thursday 21<sup>st</sup> October 2021.

Ref	Subject	Summary
1.	<b>New Meeting Format</b>	A new meeting agenda format was introduced at this meeting. Its purpose is to create more time for discussion of strategic matters by the Board.
2.	<b>Board Committees</b>	<p><b>Audit &amp; Risk Committee:</b> The Board noted the minutes of the Audit &amp; Risk Committee meeting of 12th October 2021, including that the IT Risk Assessment is to be undertaken by Mazars in the fourth quarter of the year.</p> <p><b>Governance Committee:</b> The Board noted the minutes of the Governance Committee meeting of 5th October 2021. Particular reference was made to the revised reporting in relation to restrictive practices.</p> <p><b>Strategy Committee:</b> The Chair of the Strategy Committee provided an update on the development of the Strategic Plan.</p> <p><b>Young People Committee:</b> The Board noted the Advocacy Officer's report for September. The Chair of the Committee advised that additional ways to engage with young people are being actively explored.</p>
3.	<b>COVID 19</b>	In light of increased COVID rates among staff, testing on Campus has increased. Some units are on restricted movements, with young people tested as precaution. Staffing levels are not a concern.
4.	<b>Restrictive Practices</b>	<p>The Board considered a comprehensive report on Restrictive Practices including data on Single Separation and Physical Interventions, with some narrative providing context.</p> <p>The Report also introduced two additional restrictive practices set out in the Children's Rights Policy Framework, namely use of handcuffs and searches, which the Board will keep under review.</p> <p>There was lengthy discussion on the use of Restrictive Practices and the importance of ensuring consistency in practice. The Director outlined the systems used.</p> <p>The data on Single Separation were examined, with a focus on the main reasons for separation, i.e. threats to staff and young people. It was noted that by international standards, the rate of restrictive practices continues to be relatively low, but will nonetheless be kept under close review.</p>
5.	<b>Reporting on Staff Matters</b>	<p>The Board were updated on staff matters in relation to:</p> <ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Employee Relations</li> <li>• Industrial Relations</li> </ul> <p>The CPO updated the Board with regard to the trade dispute lodged by Forsa at the WR. The Board considered the concerns of staff, with particular input into the Board discussion from the staff members. The Board was advised that</p>

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		<p>actions had already been undertaken in response to the trade dispute, including a meeting between Oberstown management, Forsa and An Garda Síochána about the emergency response to incidents on Campus and a staff engagement process to hear the views and perspectives of staff.</p> <p>The Board welcomed the attention to these matters and offered full support to management in bringing the process under the WRC to a successful conclusion.</p>
6.	<b>Role of Social Worker/Designated Liaison Person</b>	<p>Bill Byrne gave the Board a presentation on Role of Social Worker / Designated Liaison Person for Child Protection.</p> <p>The presentation included:</p> <ul style="list-style-type: none"> <li>• Main Duties of Social Worker Role</li> <li>• Main Duties of Designated Liaison Person for Child Protection Role under Children First</li> <li>• Duties of Mandated Reporters under Children First Act 2015</li> <li>• Statistics for the year from mid-October 2020 to mid-October 2021</li> <li>• How the role is explained to young people</li> </ul> <p>He responded to questions from the Board on how complaints/referrals are managed. He outlined the recording process; all referrals and complaints are recorded whether or not they meet the threshold for reporting to TUSLA. The Board thanked Bill Byrne for his valuable and useful presentation.</p>
7.	<b>Children’s Rights Policy Framework</b>	<p>An Assessment Judgment Framework has been developed by HIQA as the new set of national standards against which Oberstown will be assessed, based on the Oberstown Children’s Rights Policy Framework.</p> <p>The Board welcomed the adoption of the new Assessment Framework that will support a more transparent inspection process and provide a set of benchmarks against which implementation of the Children’s Rights Policy Framework can be measured internally and externally.</p> <p>HIQA has given notice that it will undertake a full inspection from 1st – 4th November 2021.</p>
8.	<b>Snapshot Profile of Young People in Oberstown.</b>	<p>The Board received a document providing a snapshot of the Oberstown population on 24 September 2021 including information on the length of orders being served and a high-level summary of the charges and offences with which young people are associated.</p> <p>This data will inform the strategic development of the Campus.</p>

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## **Bulletin on the Board of Management Meeting held on 18<sup>th</sup> November 2021**

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Thursday 18<sup>th</sup> November 2021.

Ref	Subject	Summary
1.	<b>Board Committees</b>	<p><b>Audit &amp; Risk Committee:</b> The Board received the minutes of the Audit &amp; Risk Committee meeting of 11<sup>th</sup> November 2021. The Board approved three financial policies and amended Terms of Reference for the Committee. The GDPR Policies were review and approved by the Board.</p> <p><b>People &amp; Culture Committee:</b> The Board received the minutes of the People &amp; Culture Committee meeting of 26<sup>th</sup> October 2021. The Board approved the Overtime Policy and amended Terms of Reference for the Committee.</p> <p><b>Strategy Committee:</b> The Board received the minutes of the Strategy Committee meeting of 28<sup>th</sup> October 2021. The external facilitator met with the Committee and the Senior Management team on 17<sup>th</sup> November to consider a preliminary document. The feedback from this meeting will be incorporated into a document which will be brought to the Board for consideration as part of a Board Strategy Day on 3<sup>rd</sup> December 2021.</p> <p><b>Young People Committee:</b> The Board received the minutes of the Young People Committee meeting of 21<sup>st</sup> October 2021. The Advocacy Officer's monthly report will be brought to the Young People Committee to enable tracking of issues and complaints raised by young people.</p>
2.	<b>COVID 19</b>	Oberstown Management remain alert to the changing situation with Covid-19, and have seen a slight increase in positive cases on campus, which would be in line with the trends nationally. However this has not had a direct impact on services. The Covid response team continues to monitor the situation on a weekly basis and twice-weekly antigen testing has been introduced for staff.
3.	<b>Restrictive Practices</b>	<p>The Director provided a report on Restrictive Practices including data on Single Separation and Physical Interventions, with some narrative providing context.</p> <p>Previous reporting to the Board regarding the use of handcuffs was limited to their use on Campus. Reporting has now been extended to include the use of handcuffs following risk assessment as part of a security protocol for court trips and other essential trips. The Board welcomed the oversight provided by this information and there was a lengthy discussion on the use of handcuffs, including record keeping and staff training.</p>
4.	<b>Reporting on Staff Matters</b>	<p>The Board was updated on staff matters in relation to:</p> <ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Employee Relations</li> <li>• Industrial Relations</li> </ul>

		<p>The CPO outlined the five recruitment campaigns currently open. The Deputy Director campaign closed on Friday 12th November with all other campaigns closing on 18th November 2021.</p> <p>The Board was updated on the official trade dispute lodged by Forsa with the WRC which was due for a 2nd conciliation hearing on 25/11/2021.</p>
5.	<b>Primary Healthcare Services on Campus</b>	<p>Fiona Matthews, Clinic Nurse Manager, delivered a presentation to the Board on primary healthcare services provided to young people in Oberstown. The presentation included:</p> <ul style="list-style-type: none"> <li>• The history and current status of the service, showing the progress in the provision of healthcare on Campus.</li> <li>• The importance of assessing the healthcare needs of young people and optimising their health while they are in detention.</li> <li>• Services provided on Campus such as GP care, dental care, optometry, physiotherapy and nursing</li> <li>• The admission process for young people.</li> <li>• Links with other services such as FCAMHS, ACTS and DLP, on Campus to meet the needs of the young people.</li> <li>• Statistics on the number of young people treated by the healthcare team.</li> </ul> <p>The Board thanked Fiona Matthews for her presentation and extended gratitude to her and her team for service they provide to Oberstown.</p>
6.	<b>HIQA Inspection</b>	<p>The Director updated the Board on the full HIQA inspection that took place from 1<sup>st</sup> to 4<sup>th</sup> November and the subsequent feedback session. The inspection focussed systematically on each of the rules under the Children’s Rights Policy Framework identifying positive aspects and areas for improvement under each heading. The inspection was extremely thorough and the initial feedback was that it was very transparent and broadly positive.</p>
7.	<b>Financial Statements for Year Ended 31<sup>st</sup> December 2020</b>	<p>The Chair of the Audit &amp; Risk Committee (BC) and the Business &amp; Compliance Manager presented the Financial Statements for the year ended 31st December 2020.</p> <p>The Board approved the Financial Statements for year ended 31st December 2020.</p> <p>The Board thanked Karen Foran and the Finance Team for their work and commended them on the improved timeline for the completion of the audit process and the significantly enhanced Statement of Internal Control</p>
8.	<b>Horizon Scanning</b>	<p>Brian Arnold, Board Member, delivered a presentation on the Lusk Vision 2030 – a ten-year development plan for the Lusk area.</p> <p>Lusk is the first town in Ireland to with a Town Centre First Plan, supported by the Government and local community. The Board thanked Brian Arnold for a very interesting and informative presentation on a very impressive programme of work for the local community. The Chairperson highlighted the potential for Oberstown to play a role in the future development of the area.</p>

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## **Bulletin on the Board of Management Meeting held on 13<sup>th</sup> December 2021**

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Monday 13<sup>th</sup> December 2021.

Ref	Subject	Summary
1.	<b>Minister's Visit</b>	<p>The Chair welcomed Minister for Children, Equality, Disability, Integration &amp; Youth, Roderic O’Gorman, to the meeting.</p> <p>The Chair introduced the Board members and outlined the diverse mix of skills and perspectives that enable the Board to function at such a high level. The Minister was briefed on key developments including the emerging strategy.</p> <p>The Minister welcomed the opportunity to meet the Board and acknowledged all the work undertaken by staff, senior management and the Board to provide individualised care to each young person in Oberstown, especially with the challenges presented by Covid 19. He commended the Board’s engagement with young people, staff and the local community.</p> <p>The extraordinary work of the Chair was acknowledged by both the Minister and the Board.</p>
	<b>Board Committees</b>	<p><b>Governance Committee:</b> The Board received minutes of the Governance Committee meeting of 7th December 2021. The revised Terms of Reference for the Governance Committee were approved.</p> <p><b>Strategy Committee:</b> The Board received the minutes of the Strategy Committee meeting of 17<sup>th</sup> November 2021.</p>
	<b>COVID 19</b>	<p>The latest rise in cases of COVID-19 has impacted the Campus with a slight increase in positive cases among staff. Monitoring continues with antigen testing offered twice weekly to all staff.</p> <p>Staff are also accessing booster vaccines as part of the national strategy rollout for healthcare workers.</p> <p>The HSE were on campus on Friday, 03/12/2021 and administered Covid-19 vaccinations to a number of young people.</p>
	<b>Staff Update</b>	<p><b>Staff Recognition Awards.</b> For the second year, the staff recognition awards initiative (‘Living our Values’) acknowledged staff contributions over the previous 12 months. The Board congratulated all those acknowledged and looked forward to hearing further details in the new year.</p>
	<b>Engagement with Young People</b>	<p>The Board reviewed the details of the survey of young people, repeated from 2016 and 2019. Several significant improvements were noted including the number of young people who would seek help from a staff member. The Board welcomed the survey as an important insight into young people’s experiences on Campus and asked that it be repeated annually.</p>

	<b>Board Evaluation</b>	The Board discussed the recommendations of the Board Evaluation undertaken by Board Excellence. A thorough and valuable process, the report provides a fresh perspective on Board performance and development with recommendations that will be integrated into the strategic planning process.
	<b>Strategy</b>	<p>The Board reflected on the Strategy Day held on 3rd December 2021 and was updated by the Strategy Committee on follow up. A document was circulated, setting out proposals in relation to the following:</p> <ul style="list-style-type: none"> <li>• Purpose</li> <li>• Vision</li> <li>• Values</li> <li>• 5 Strategic Objectives</li> </ul> <p>A draft framework for the strategy document will be brought to the Board in the new year, including identifying the actions that will deliver on each objective. The Strategy Committee will consider a full draft of the strategy in January, and consultation with internal and external stakeholders will take place before the plan comes to the Board for discussion and final approval.</p>
	<b>Christmas</b>	<p><b>Christmas:</b> The Board was briefed for plans for Christmas on Campus and the work of the young people in creating care packages for the local community was welcomed.</p> <p>The Chair thanked the Board members for their extraordinary dedication in 2021 and for their professionalism, energy and interest. She also thanked the Director and staff for the excellent work they undertake on a daily basis.</p>

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Chairperson