

Bulletin on the Board of Management Meeting held on 13th January 2022

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Thursday 13th January 2022.

| Ref | Subject | Summary |
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| 1. | Welcome | The Chair welcomed all to the first meeting of 2022 and outlined priorities for the meeting and the new year. |
| 2. | Board Committees | People & Culture Committee: The Board received minutes of the People & Culture Committee meeting of 6th January 2022 which had discussed the progression of a number of key strategic priorities and policies. |
| 3. | Restrictive Practices | The Board considered the Director's report on Restrictive Practices and there was a lengthy discussion about trends. The Board was advised of incidents which took place on Campus over the festive period and staff were thanked for their management of these challenges. |
| 4. | COVID 19 | The Board was updated on the impact of the Omicron/4 th wave of COVID-19 on staffing and young people. The re-introduction of the C19 meetings was welcomed and the Board highlighted the importance of ensuring continuity in the care and education of young people. The importance of maintaining in-person family visits was highlighted. The Board commended the Director, the Chief People Officer and all staff for managing a very challenging situation. |
| 5. | Staff Update | Recruitment: Following a competitive four stage process, two successful candidates were identified for the post of Deputy Director. Competitions for a Chaplain and a Health and Safety Officer had been successfully concluded. Staff Engagement: The CPO advised that once the COVID-19 situation has eased, the staff engagement process, which began in Q4 2021, will be closed out. The Board reiterated its commitment to this process. |
| 6. | Engagement with Young People | The Advocacy Officer attended the Board meeting and updated the Board: <ul style="list-style-type: none"> • Campus supports for family visits for young people. • Challenges with the operation of the Campus Council. • Need to ensure young people's rights are upheld in all circumstances. <p>Staff were thanked for helping to maintain good morale notwithstanding that some young people were restricted to their units due to Covid 19.</p> |

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| | | <p>The Chair updated the Board on some administrative issues brought to the Director’s attention from the Ombudsman for Children’s Office. These will be addressed by way of a review by the Young People Committee of the complaints and advocacy functions.</p> |
| 7. | Strategy | <p>The Chair presented an updated strategy document setting out a revised Purpose, Vision and Values for the organisation and five strategic goals and associated actions.</p> <p>The Board agreed with the high level approach to and provided feedback on the five goals. The Chair of the Strategy Committee (JMCD) advised that the document would be revised in line with the feedback and reviewed at the next meeting of the Committee in early February.</p> <p>Engagement with internal (staff and young people) and external stakeholders (via an online forum) will take place with the aim of bringing a final document to the Board for approval in March 2022.</p> <p>The Board is committed to a young person’s version of the strategy and asked that the Advocacy Officer work with the young people to develop this.</p> |
| 8. | HIQA | <p>Further to HIQA’s inspection in November 2021, phase one feedback has been received; a response re factual accuracies and a compliance report has been sent to HIQA and it is expected that both documents will be brought to the Board in February 2022.</p> |

Professor Ursula Kilkelly
Chairperson

Bulletin on the Board of Management Meeting held on 18th February 2022

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Friday 18th February 2022.

| Ref | Subject | Summary |
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| | Board Committees | <p>Governance Committee The Board noted the work completed by the Governance Committee meeting on 17th January 2022.</p> <p>Strategy Committee The Strategy Committee meeting of 4th February 2022 was noted and the Board approved its revised Terms of Reference.</p> |
| | Restrictive Practices | The Board considered the Director's report on Restrictive Practices, highlighting a significant decline in single separations in January, largely due to low occupancy levels. An increase in longer periods of separation was noted. He advised that a number of young people were on structured programmes which were proving to be very successful in addressing challenging behaviour. It was noted by the Board that 60%-70% of young people never required separation or physical intervention |
| | COVID 19 | The Chair acknowledged the challenges presented on Campus by the recent wave of COVID 19 and the extensive impact on staffing. She thanked staff for their dedication to ensuring the Campus operated safely at all times. The Board requested that their appreciation be communicated to staff. |
| | Staff Update | <p>The Board welcomed new senior appointments - Rose Murray, Deputy Director who commenced her post on 7th February and Michelle Griffin, Deputy Director who commenced on 14th February. The Chaplain and Health & Safety Officer commence on 21st February. The Board looks forward to meeting these new staff at the next opportunity.</p> <p>Frank Quinn, Change Associates will meet with the staff on 8th and 9th March to provide feedback on the findings of the five Staff Engagement sessions held at the end of October 2021. Once this process has been completed, the report will be finalised and disseminated accordingly. During 2022, the CPO will focus on establishing staff consultation groups with a view to improving communication and creating a culture of collaboration.</p> |

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| | Engagement with Young People | The Board approved the review of the Oberstown Participation Strategy. In 2017, Oberstown adopted a strategy to promote the participation of young people in decision-making and an Advocacy Officer was appointed to oversee implementation of the strategy. The Young People Committee wish to engage a consultant to review progress to date and to support the development of a framework to further embed the participation of young people within the practice and culture of the organisation. This will now be progressed by the Young People Committee. |
| | Strategy | The Board considered the draft Strategy and confirmed that it captures the key priority actions for the organisation. The Chair of the Strategy Committee advised the Board that consultation around the Strategy had been impacted by COVID-19 related absences. It was agreed that the document would now be referred to the Director/the Senior Management Team who would facilitate consultation with internal and external stakeholders before a final version is brought to the Board for approval in April 2022. |
| | Annual Report 2021 | The Board considered the production plan and timeline for the development of the Annual Report 2021 proposed by the Communications Officer and discussed the content and approach. The report will be published on schedule in June 2022. |

Professor Ursula Kilkelly
Chairperson

Bulletin on the Board of Management Meeting held on 25th March 2022

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Friday 25th March 2022.

| Ref | Subject | Summary |
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| | Board Committees | <p>Governance Committee The Board noted the work completed by the Governance Committee meeting on 3rd March 2022.</p> <p>Audit & Risk Committee The Audit & Risk Committee meeting of 4th March 2022 was noted. The Committee submitted its annual report to the Board.</p> <p>Strategy Committee The Strategy Committee meeting of 9th March 2022 was noted. The Committee submitted its annual report to the Board.</p> |
| | Restrictive Practices | <p>The Board considered the Deputy Director’s report on Restrictive Practices, which highlighted a significant decline in single separations and physical intervention in February, largely due to low occupancy levels. The Board noted that the incidents of single separation recorded involved 8 out of 34 young people, with only one physical intervention.</p> <p>The Director advised that the procedures group were exploring governance of and use of structured programmes</p> |
| | COVID 19 | <p>There were still instances of staff and young people testing positive for COVID-19 in small pockets throughout February, however, there was a significant improvement on the availability of staff as a result of “Close Contact” measure being removed by the COVID guidelines. Services to young people were uninterrupted.</p> |
| | People Matters | <p>The Board considered a report on the Staff Engagement Process previously circulated, including details of the staff consultation undertaken by Change Associates in October 2021 involving 50 members of staff in five focus groups. The Change Associates report captured the most common themes and responses identified by staff, reporting seven positive areas and ten issues.</p> <p>The Board noted the concerns raised by staff as well as the positive feedback from the group, with strong support for greater staff engagement to advance continuing change on the Campus.</p> |

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| | Financial Statements for the year ended 31st December 2021 | The draft Financial Statements for the year ended 31st December 2021 were circulated to the Board. The Chair of the Audit & Risk Committee advised that the draft Financial Statements had been reviewed by the Audit & Risk Committee at their meeting on 16th March 2022 and recommended to the Board. The Board approved them for submission to the C&AG. |
| | Education | The School Principal, Suzanne Fitzpatrick, presented the Department of Education Inspection Report May 2021 and outlined the recommendations with an update on compliance actions undertaken. The report was very positive and a significant improvement on previous inspection reports which was warmly welcomed by the Board. The Chair thanked the School Principal for her presentation and her leadership of the school, acknowledging the transformation underway in the quality of education in Oberstown. |
| | Strategy | Stakeholder consultation is in progress in the form of Town Hall sessions for internal stakeholders and an online event for external stakeholders. Consultation with young people will be facilitated by the Advocacy Officer. The strategy document will take account of feedback from all stakeholders and Board members as to content and format. This is being progressed by the Communications Officer and a final draft of the Strategic Plan will be brought to the Board in April 2022. |
| | Executive Engagement | The facilities Manager delivered a presentation to the Board, setting out work undertaken in 2021 and priorities for 2022 and beyond, including buildings and systems maintenance & upgrades and 2030 & 2050 environmental/energy targets - energy efficiency improvement, carbon neutrality, and renewable energy. The Board welcomed the presentation and thanked JZ for his leadership, acknowledging his understanding of the importance of the physical environment to the experience of young people in Oberstown. As part of this, the Board noted that the improvements to and planning for Campus infrastructure will feature in the Oberstown strategy. |

Professor Ursula Kilkelly
Chairperson

Bulletin on the Board of Management Meeting held on 25th April 2022

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Monday 25th April 2022.

| Ref | Subject | Summary |
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| | Strategy | <p>The Board considered the final draft of the new Oberstown Strategy 2022-2026 and approved the document subject to some editorial changes. The Board noted that the Director and Senior Management Team are engaged in an annual planning process to identify the priorities that will promote implementation of the strategic goals.</p> <p>The final version of the Strategy 2022-2026 will be circulated to the Board and a launch date agreed with the Minister's office. A young person's version is under preparation.</p> |
| | Restrictive Practices | <p>The Board considered the Deputy Director's report on Restrictive Practices, noting that the Campus was relatively settled for the month of March 2022, even with an increase in average daily numbers. The Director highlighted a continuous steady reduction in the length of Single Separation in comparison to the previous months of January and February and a significant improvement in the use of restrictive practices in the same period in 2021. The Board welcomed this positive update.</p> <p>Structured Programmes: The Director provided a report on Structured Programmes. The Board observed that the practice is a positive mechanism designed to support good behaviour, as a transition from a restrictive practice.</p> |
| | Engagement with Young People | <p>The Advocacy Officer highlighted the following to the Board:</p> <ul style="list-style-type: none"> • The steps 2 careers portal project continues to be rolled out and is now entering its second phase. The young people are engaging well with the project • A version of the Strategy, with child-friendly language, is being developed. • The young people are working on revised unit charters. <p>Irish Museum of Modern Art (IMMA) exhibition of paintings by young people in Oberstown, supported by Gaisce, will be launched on 26th April by the Minister for Children, Equality, Disability, Integration and Youth.</p> |
| | People Matters | <ul style="list-style-type: none"> • The Board was updated on internal recruitment campaigns to be launched in the next two weeks. • The Learning & Development Manager continues to schedule mandatory training (MAPA, Fire, Manual Handling and First Aid) during March and April and is on target to deliver MAPA training to all |

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| | | <p>care staff by the end of April. The Board commended the significant progress made by the Learning and Development Manager in delivering mandatory training despite the challenges presented by Covid 19.</p> <ul style="list-style-type: none"> • Forsa and the CPO have developed a work plan to implement the terms of their agreement. This will be new way of working together which should reduce the need for formal negotiations. • Two Staff Engagement groups (SEG) will be established during April with a view to developing a 12 month work programme. The purpose of each SEG will be to review current policies and procedures and solicit feedback from staff in relation to the themes and then work together to create solutions that will be presented to senior management. |
| | <p>Executive Engagement</p> | <p>Eamon Hughes, Catering Manager, delivered a presentation on the catering service on Campus, in which he described:</p> <ul style="list-style-type: none"> • The role of the catering service on Campus. • Services provided to both Oberstown and the local community. • The ISO 9001 accreditation achieved by the catering department. • Training model and strategy for young people. • Involvement with employee well-being and healthy heart initiatives. <p>He advised that for the first time, the catering department had input into the Strategy. The Board were interested in this and how other projects such as the horticulture project, could be linked formally to the Oberstown’s strategic objectives.</p> <p>The Board welcomed the presentation and the value added to Oberstown in addition to the usual catering services provided.</p> |

Professor Ursula Kilkelly
Chairperson

Bulletin on the Board of Management Meeting held on 27th May 2022

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Friday 27th May 2022.

| Ref | Subject | Summary |
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| 1. | Executive Engagement | The Senior Management Team were in attendance for the Board meeting for the first time. This practice is intended to improve Oberstown's governance through a process of deepening executive engagement. |
| 2. | Restrictive Practices | The Board considered the Deputy Director's report on Restrictive Practices and discussed the background and context to the trends presented. The Board welcomed this information and the insights provided as part of the ongoing process of review. |
| 3. | Engagement with Young People | <p>The Board noted Advocacy Officer's monthly report.</p> <p>The Chair of the Young People Committee (JG) updated the Board on the work on ongoing to re-establish regular meetings of the Campus Council. A meeting took place on 25th May with work ongoing with the household and catering departments to address issues raised by the young people.</p> <p>The Young People Committee will meet with young people on a monthly basis going forward, returning to pre-COVID plans to widen the scope of the Committee to meet young people in their units.</p> |
| 4. | People Matters | <p>The Board was updated on the live recruitment campaigns, data on staff absence was considered and the reduction in both Covid and assault and injury leave was welcomed.</p> <p>The Chief People Officer (CPO) updated the Board on the progress to date in the implementation of the WRC agreement and the timeline was considered in light of various pressures. The CPO updated the Board on the establishment of the two Staff Engagement Groups (SEG) identified to consider the following:</p> <ul style="list-style-type: none"> ○ Safety & MAPA ○ Systems & Processes. <p>The Board was then updated on a number of recent incidents on campus that led to staff injuries and information was provided on the circumstances and the resulting consequences for staff and young people. There was a lengthy discussion with input from Board members and members of the Senior Management Team and attention was drawn to staff concerns and perspectives. The Board welcomed the open and constructive nature of the discussion and received assurances from the Director that despite challenges from time to time, all efforts were being</p> |

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| | | made to ensure staff enjoy a safe working environment in the interests of both staff and young people. Staff were thanked for the important work they do, sometimes in difficult circumstances. |
| 5. | Strategy | <p>The final version of Strategy 2022 – 2026 was noted by the Board. This will now be presented formally to the Minister before proceeding to public launch.</p> <p>The Board reviewed the draft annual plan (six months to end 2022), developed by the Senior Management Team, to implement the strategy and there was discussion about KPIs and outcomes which are designed to ensure implementation is measurable and kept on track.</p> <p>An implementation plan will be completed on an annual basis (2023 next) and its progress will be monitored by the Strategy Committee.</p> |
| 6. | Governance | <p>Compliance with the Code of Practice for the Governance of State Bodies 2016.</p> <p>A checklist, which reports Oberstown’s compliance with Code of Practice for the Governance of State Bodies, is submitted to the Department on an annual basis as part of the Governance framework.</p> <p>The checklist, which had been reviewed by the Governance Committee, was approved by the Board for submission the Department of Children, Equality, Disability, Integration and Youth.</p> |

Professor Ursula Kilkelly
Chairperson

Bulletin on the Board of Management Meeting held on 23rd June 2022

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Thursday 23rd June 2022.

| Ref | Subject | Summary |
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| 1. | Board Members | The Chair paid tribute to three Board members, Eamon Clavin, Elizabeth Howard and Emer Woodfull, whose terms end in June 2022. She thanked them for their long and dedicated service and respective individual contributions to the Board and to Oberstown over many years. |
| 2. | Executive Engagement | <p>Business & Compliance Manager, Karen Foran, delivered a presentation describing her role and the responsibilities in her remit:</p> <ul style="list-style-type: none"> • Compliance & Audit • Communications • IT • Finance, Payroll, Procurement • Sustainability & Maintenance • Administration and record management <p>The Board thanked KF for her presentation and acknowledged the breadth of her role and responsibilities.</p> |
| 3. | Restrictive Practices | <p>Deputy Director for CEHOP, Michelle Griffin, presented a report on restrictive practices to the Board highlighting that:</p> <ul style="list-style-type: none"> • The Campus was settled in May 2022 although there were three separate incidents across the Units contributing to the increased rates for the month. • There were 54 incidents of single separation recorded, involving 12 out of 39 young people. This is a downward shift of 17% compared with the first five months of 2021. <p>The Board discussed the need to continuously strengthen its oversight and scrutiny of restrictive practices, while ensuring a holistic understanding of the experience of young people.</p> |
| 4. | People Matters | <p>Chief People Officer, Aoife Rafferty, presented her report to the Board, highlighting that:</p> <ul style="list-style-type: none"> • Consultation between Forsa and Operational Managers to review and develop FAQ documents to promote the accessibility to staff of recently approved HR policies. • A pilot graduate programme was launched in May 2022 to allow graduates with a social care degree who completed their student |

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| | | <p>placement on the Oberstown campus to gain experience, knowledge and skills within the organisation.</p> <ul style="list-style-type: none"> The CPO continued to prioritise the implementation of the WRC agreement, taking account of operational and other constraints. <p>The Board offered its full support for these processes.</p> |
| 5. | Financial Reporting | <p>The Board reviewed the Management Accounts for Q1 2022, with the Business & Compliance Manager providing background to variances. The Board agreed that it was important to have monthly management accounts and regular financial reporting on the Board agenda, to include any capital expenditure, which should be aligned with the Oberstown Strategy 2022-2026.</p> |
| 6. | Annual Report | <p>The Board approved the final version of the Annual Report 2021 to be submitted to the Minister in advance of June 30, 2022 deadline. The Board acknowledged the exceptional work of the Communications Officer, Matthew Kelly, in designing, developing and finalising an impressive and comprehensive report.</p> |
| 7. | Director's Report | <p>The Director's monthly report to the Board was noted with the following highlighted:</p> <ul style="list-style-type: none"> The art project with artist Joe Caslin is in progress. He has been contracted to install murals on campus and will run workshops with the young people and staff during the summer school programme, the outcome of which will be the mural design and installation. Works are underway in constructing the horticulture project for the young people on campus. Oberstown received reaccreditation from IBEC on the 16th April 2022 for The KeepWell Mark, The Board commended the Director and his team on this achievement. |

Professor Ursula Kilkelly
Chairperson

Bulletin on the Board of Management Meeting held on 21st July 2022

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Thursday 21st July 2022.

| Ref | Subject | Summary |
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| 1. | Executive Engagement | <p>Oberstown’s newly appointed Chaplain, John Herron, was welcomed to the Board. John gave a presentation on his role and his approach to providing pastoral care to young people on Campus, describing his background, experience and philosophy.</p> <p>He set out his role as a ‘holder of hope’ and forming trusting bonds with young people. He described initiatives to build relationships and how he works in cooperation with the School to enable positive communication and provide pastoral care through stories and humour. The success of this approach was illustrated by some examples of supporting young people in crisis.</p> <p>The Board thanked the Chaplain for his inspirational presentation and wished him well in the role.</p> |
| 2. | Financial Reporting | <p>Business & Compliance Manager, Karen Foran, presented the Draft Budget Allocation for 2023, outlining the approach taken to developing the estimates. The Board approved the budget estimates for submission to the Department.</p> |
| 3. | HIQA | <p>The Board of Management considered an action plan presented by the Director with respect to two persistent areas of concern emerging from successive HIQA reports – recording and staff supervision – highlighting the need for a step change in approach in order to ensure necessary improvements take place in these areas.</p> |
| 4. | Restrictive Practices | <p>The Board considered the report on Restrictive Practices, with the Director highlighting the following:</p> <ul style="list-style-type: none"> • 12 % reduction in single separation compared to June 2021. • 33% reduction in duration of single separation. • 40% reduction in physical interventions compared to June 2021. <p>The use of de-escalation, early intervention and a restorative practice approach are key features in the reduced rates of restrictive practices.</p> |
| 5. | People Matters | <p>Chief People Officer, Aoife Rafferty, presented her report to the Board, highlighting that:</p> <ul style="list-style-type: none"> • A review of organisation design and capability, and the development of a performance achievement framework is in progress. The first |

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| | | <p>element of this work is being tendered, overseen by the Chairperson of the Board and Audit and Risk Committee, together with the CPO and the Director. This is designed to ensure that the senior team has the necessary roles, skills and experience to deliver executive responsibility, individually and collectively.</p> <ul style="list-style-type: none"> • Mandatory training is ongoing, with the emphasis on MAPA training. The importance of ensuring maximum delivery of mandatory training was highlighted by the Board. This will be supported by the implementation of the EazySafe platform by end of 2022. • The CPO continues to work through the development and implementation of the WRC agreement and an additional external resource is being identified to support this critical process. |
| 6. | Board Committees | <p>The Board noted the following minutes:</p> <ul style="list-style-type: none"> • Young People Committee minutes 23rd June 2022. • Audit & Risk Committee minutes 24th June 2022. |
| 7. | Board Position on Remission | <p>The Board approved an updated version of the paper on remission previously approved by the Board in February 2022. This will now be submitted to the Department.</p> |
| 8. | Director's Report | <p>The Director's monthly report to the Board was noted with the following highlighted:</p> <ul style="list-style-type: none"> • Relationship building initiatives were underway with local Gardaí. • The Board was previously made aware of media articles in relation to the catering department on 28th and 29th of June and the facts surrounding the matter were contrasted with the media coverage which was grossly inaccurate. Attempts have been made to correct the record. |
| 9. | Communications | <p>The Board noted the final version of the Annual Report 2021 and the quality of the publication was commended by the Board. It was confirmed that the document had been laid before the Oireachtas on 20th July 2022.</p> |

Professor Ursula Kilkelly
Chairperson

Bulletin on the Board of Management Meeting held on 14th September 2022

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Wednesday 14th September 2022.

| Ref | Subject | Summary |
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| 1. | Board Members | The Chair welcomed new Board members Elizabeth Davey, Liz O’Neill, Martin Quigley and Dymphna Sherry to the meeting. These members bring new expertise and fresh perspectives to the Board that will strengthen the Board’s governance and oversight functions. The Board agreed to take steps to raise the profile of the Board on the Campus and to re-ignite the staff engagement programme interrupted by COVID-19. |
| 2. | Board Committees | Board committees will be re-constituted to include new Board members and close any gaps in Committee membership. A new committee for sustainability has been established, the Board approved terms of reference for this committee. |
| 3. | Director’s Report | The Director presented his report for September 2022 to the Board, setting out the new reporting format designed to improve Board oversight. In his presentation he highlighted the following: <ul style="list-style-type: none"> • July and August were particularly busy with an active summer school, summer activities camp and an excellent awards day held on 25th August, including several silver and bronze GAISCE awards. • New networks and international partnerships are being developed (e.g. the Netherlands ‘Helsinki Committee’ and with secure units in Scotland) to share expertise and learning. • The Oberstown Campus School reopened in September with new teaching staff who will add important value to our evolving education services. • Oberstown was shortlisted for IBEC Working Well Keep Well Awards 2022 in three categories. • An Action Plan/Roadmap has been developed to enhance the relationship between the Board and the Senior Management Team, to improve the quality of Board reporting and further enable the Board to fulfil its oversight and governance functions. |
| 4. | Executive Engagement | Michael Craven, Health, Oberstown Safety & Risk Officer, gave a presentation to the Board on his role. The Board welcomed the presentation and commended MC on his approach to the role. It was noted that the appointment of the Health, Safety & Risk Officer in February 2022 closed a gap identified by HIQA. |
| 5. | HIQA | HIQA Action Plan – Recording & Supervision |

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| | | <p>The Director provided an update on the HIQA Compliance Plan focussing on the two key areas of record keeping and supervision.</p> <p>Statement of Purpose & Function The Director provided an updated Statement of Purpose and Function of Oberstown Children Detention for approval by the Board as required under the HIQA Compliance Plan. This was approved by the Board.</p> |
| 6. | Young People Matters | <p>This is a new agenda item designed to provide a more holistic view of the experience of young people on Campus.</p> <p>First, the Board considered the report on Restrictive Practices, with the Deputy Director highlighting the following:</p> <ul style="list-style-type: none"> • The definition of single separation for new Board members and explanation of how it worked in practice. • Trends in the use of single separation were explored and their reasons interrogated. A decline in the use of physical interventions was welcomed. • Live MAPA drills are taking place in the residential units, with positive impact. • Positive feedback from young people on the substance misuse programme delivered by Crosscare Service was welcomed. <p>Second, the Board considered and noted the detailed report of the Advocacy Officer noting the extensive range of activities and engagements.</p> |
| 7. | People Matters | <p>The Board noted the report Chief People Officer’s report including:</p> <ul style="list-style-type: none"> • Recruitment and induction activity completed over the summer period. • Details of progress in the delivery of priority items under WRC work plan. • Progress in the commissioning of the Organisational Capability Review. |
| 8. | Strategy 2022-2026 | <p>A strategy implementation plan, setting out priorities for 2022, was considered by the Board. The Chair of the Strategy Committee (JMCD) updated the Board on the Committee’s review of the progress made to date at their meeting on 6th September. The Board noted good progress being made on most actions; a few action items were identified for a deeper dive at the next meeting of the Committee.</p> <p>Consideration is to be given to improving the format for the tracking and reporting of strategic objectives and actions.</p> <p>The roll out of Town Hall meetings as part of the soft launch of the Strategic Plan was welcomed.</p> |

Professor Ursula Kilkelly
Chairperson

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Bulletin on the Board of Management Meeting held on 21st October 2022

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Friday 21st October 2022.

| Ref | Subject | Summary |
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| 1. | Board Committee Membership | <p>The Board approved appointments to Board committees, sanctioned by the Chair, since the September Board of Management meeting:</p> <p>Sustainability Committee – Laoise Manners and Dymphna Sherry Audit & Risk Committee - Jennifer Gargan Governance Committee – Martin Quigley People & Culture Committee – Donal McCormack</p> |
| 2. | Chief People Officer | <p>The Chair updated the Board on measures undertaken to address the gap created by the resignation of the Chief People Officer.</p> <p>The Board acknowledged Aoife Rafferty’s contribution to the organisation and the people strategy during her time in Oberstown and wished her well in her new role.</p> |
| 3. | Director’s Report | <p>The Director presented his report for October 2022 to the Board, setting out the new reporting format designed to improve Board oversight. In his report he highlighted the following;</p> <ul style="list-style-type: none"> • The continuing Campus success within the President Gaisce Awards, with a third young person achieving a gold medal. • A series of town halls were held in September and were well attended across grades. It was an opportunity to introduce the Strategy 2022 -2026 to the campus and highlight Oberstown’s objectives and values. It also provided an opportunity to look back on the previous year, and consider successes and lessons learned. |
| 4. | Executive Engagement | <p>Paul McGuinness, Safety Intervention Instructor, gave a presentation to the Board on his role describing:</p> <ul style="list-style-type: none"> • CPI MAPA values and Philosophy, noting that CPI MAPA has been rebranded this year to Safety Intervention. • How it is used on Campus to prevent, de-escalate and manage incidents on Campus on a daily basis. • Training: All frontline staff are trained in a five day CPI MAPA programme followed up with a 2-day refresher every 2 years. Regular workshops also take place in the units including situational application and incident reviews. • Outlining the different forms of physical intervention, used only a last resort, and the risks involved. • All incidents and physical restraints reviewed and recorded for continuous improvement. <p>The Board welcomed this informative presentation around care and best practice that continues to evolve as a bespoke model of behaviour management.</p> |

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| 5. | HIQA | <p>The Health Information and Quality Authority (HIQA) has announced an inspection of Oberstown from Tuesday 8th November and Friday 11th November.</p> <p>The Director provided an update on the HIQA Compliance Plan focussing on the two key areas of record keeping and supervision identified in the November 2021 Inspection. These comprehensive updates were welcomed by the Board.</p> |
| 6. | Young People Matters | <p>The Board considered the report on young people matters, with the Deputy Director highlighting the following:</p> <ul style="list-style-type: none"> • August and September were busy months on the campus. There was a population of 45 young people in August and 43 in September. • The incidence of physical intervention continues to fall month on month and year on year with a reduction of almost 50% • She updated the Board on the Candle Community Project and the positive feedback on the Oberstown care framework. • She advised of a collaboration between the young people in Child and Mental Health Service (CAMHS) in Linn Dara AC, Oberstown Children Detention Campus and Mental Health Ireland to produce a piece of artwork <p>The Board considered and noted the detailed report of the Advocacy Officer noting the extensive range of activities and engagements.</p> |
| 7. | People Matters | <p>The Board noted the report Chief People Officer's report including:</p> <ul style="list-style-type: none"> • During September some of the key activity included several recruitment campaigns, planning for parental leave, Eazysafe training and induction training for staff returning from COVID cocooning which will impact positively on staffing numbers. • CPO /HR Advisor continued to work through the development and implementation of the WRC agreement. • One Team Management delivered the first training programme on critical incident management training. The group of managers included members of the senior management team and operational management team and the training provided a great learning opportunity for this group to understand and learn new ways to manage incidents across the campus in a systematic and collaborative approach. |
| 8. | Board Committees | <p>The Board considered and noted the minutes of the following board committee meetings, with commentary provided by the relevant committee Chairs.</p> <ul style="list-style-type: none"> • Young People Committee Meeting 14th September 2022 • Sustainability Committee Meeting 6th October 2022 • Governance Committee Meeting 10th October • People & Culture Committee Meeting 19th October |

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Bulletin on the Board of Management Meeting held on 18th November 2022

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Thursday 18th November 2022.

| Ref | Subject | Summary |
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| | Director's Report | <p>The Director presented his report for November 2022 to the Board and highlighted the following:</p> <p>Minister Roderic O’Gorman was presented with the new Oberstown Strategy by the Chair of the Board and the Director on 20/10/22.</p> <p>Progress in the implementation of the Strategy in 2022 will be reviewed and priorities for 2023 identified. The young people are developing a youth friendly version of the document.</p> <p>Thanks to Brian Arnold, Board member for facilitating the Oberstown art exhibition at Lusk Community Cultural Centre between 14th – 20th November. Thanks to John Smyth and Matthew Kelly also noted.</p> <p>The School’s Amber Flag was launched on 28th October, in partnership with Pieta House, as recognition for the efforts of our young people with regard to promoting positive mental health. The role of the School Principal Suzanne Fitzpatrick, the Amber Flag project team and the student team was acknowledged.</p> |
| | HIQA | <p>The Board noted the comprehensive and detailed inspection undertaken by HIQA from 8th -11th November 2022 and noted the draft inspection report is due in December 2022.</p> |
| | Young People Matters | <p>The Deputy Director highlighted that:</p> <ul style="list-style-type: none"> • Occupancy on campus has been rising steadily over the last number of weeks. As of 31st October, occupancy was 34 young people. • The incidence of physical intervention continues to fall with a reduction of 50% since the same period in 2021. • There were 38 Single Separations involving 16 young people in October, a significant decrease on September. <p>The Board noted the detailed report of the Advocacy Officer noting:</p> <ul style="list-style-type: none"> • 44 advocacy issues raised in October (versus 33 in the same period in 2021). • no complaints by young people in October (versus six in October 2021). |
| | People Matters | <p>The Board noted the following:</p> <ul style="list-style-type: none"> • A continued and strong focus by the HR Operations Team on recruitment. • Parental leave extended to 19 staff members in 2023. • All staff absent due to cocooning have returned/are scheduled to return. • Eazysafe training continues, assisting in the completion of |

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| | | mandatory training via the online e-learning platform. |
| | Executive Engagement | <p>Organisational Psychologist, Cara Driscoll, presented on Psychosocial Risk Management, Resilience and Sustained Wellbeing in Oberstown. The framework includes:</p> <ul style="list-style-type: none"> • Peer Support Network • Four pillars of the wellbeing framework • Incident management • Wellbeing awards – Oberstown nomination. <p>She outlined the next steps in Oberstown’s wellbeing strategy:</p> <ul style="list-style-type: none"> • ISO 45003 • Employee engagement • Research • Physical Wellbeing <p>The Board thanked CD for her presentation and her leadership on staff well-being.</p> |
| | Oberstown Brand Identity | <p>The Communications Officer, Matthew Kelly, and Simon Farrell (Simon Farrell Design) updated the Board on the recent review of Oberstown’s branding.</p> <p>The proposed refresh will:</p> <ul style="list-style-type: none"> • Simplify and promote consistency in communications • Allow a ‘cleaner’ graphic identity across a range of applications/materials <p>Guidelines for the use of the new logo are being developed with a roll out planned for Q4 2022. The Board welcomed this development.</p> |
| | Board Committees | <p>The Board was updated on Board Committee developments. The Chair of the Audit & Risk Committee reported on the outcome of the review of the risk management framework by Mazars which has recommended actions designed to bring the framework to a level of maturity over the 18 months, broken into short/medium/long term goals.</p> |
| | GDPR Policies | <p>All GDPR policies are subject to annual review. The following updated policies were approved by the Board.</p> <ul style="list-style-type: none"> • Data Protection Policy • Data Breach Policy • Data Retention Policy • Subject Access Request Policy and Procedure |

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Bulletin on the Board of Management Meeting held on 15th December 2022

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Thursday 15th December 2022.

| Ref | Subject | Summary |
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| 1. | Christmas | <p>The Board attended the staff Christmas lunch prior to the meeting. This was very much enjoyed by the members who attended and thanks were extended to the Campus for their hospitality.</p> <p>The Chair thanked the Board for their hard work and participation during the year. She extended particular thanks on behalf of the Board to the Director and Senior Team for their leadership and to all staff who work to provide to provide the best possible care for young people in challenging circumstances.</p> |
| | Director's Report | <p>The Director presented his report to the Board, highlighting the following:</p> <ul style="list-style-type: none"> • The Campus was close to full capacity in November with a total of 47 young people through the campus, with significant movement in the remand population. The Campus was close to full occupancy at times. • The stage 1 HIQA inspection report was received by the Director and Chair on 9th December 2022. The report was generally positive and noted the improvements that had taken place throughout the year. <p>The Board commended the Director and his team on this very positive report and looks forward to seeing the report and management response when they are finalised.</p> |
| | Organisational Capacity Review | <p>The first phase of the Organisational Capability Review has been completed by Ernest and Young and the Board received the report for its consideration. The Board gave its support for the preferred approach identified in the report and agreed to progress it via sub-committee of the Board.</p> |
| | Young People Matters | <p>MG, Deputy Director for CEHOP, updated the Board on issues relating to young people and discussed the reports previously circulated.</p> <ul style="list-style-type: none"> • One young person is on permitted absence to facilitate engagement with Way to Work, with a view to transferring to a location closer to their home when they leave Oberstown. • Balbriggan Gardaí have donated bicycles that will be renovated by the young people and distributed to a local direct provision centre • The young people made and distributed 70 Christmas wreaths to the local community. • There was discussion around the challenges for young people who remain on Campus over Christmas time and staff were thanked for the various supports in place in this regard. • There were 42 advocacy issues raised in the month of November versus 38 in the same period in 2021. |

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| | | <ul style="list-style-type: none"> • There was an increase in physical interventions in November, however the year on year figures show an almost 40% reduction in physical interventions. • There were 86 Single Separations involving 24 young people in November which is an increase on the previous month. The Board requested that the reporting show the breakdown of single separation between remand and committal units to increase understanding of the issues. |
| | People Matters | <p>Staff Engagement: A document detailing the process and approach to the staff engagement process was noted by the Board. KM, HR Consultant, provided an update on the progress and advised that the first session would take place in January.</p> <p>The Board welcomed the approach and highlighted the importance of ensuring that the process/timelines remained on track in line with commitments given.</p> |
| | Financial Statements 2021 | <p>Financial Statements for the Year Ended 31st December 2021.</p> <p>The Chair of the Audit & Risk Committee and the Finance Officer presented the Financial Statements for the year ended 31st December 2021.</p> <p>The Financial Statements for year ended 31st December 2021 were approved by the Board.</p> <p>The Board thanked the Finance Team for their work on the completion of the audit process.</p> |
| | Strategy | <p>The Director delivered a high level presentation to the Board on strategic developments for 2022, identifying challenges and risks, and a summary of key strategic actions for 2023.</p> <p>He reported that good progress had been made in 2022, with many actions completed. The main priority for 2023 is to embed the Strategy operationally across the Campus.</p> |
| | Board Committees | <p>The Board considered and noted the minutes of the following board committee meetings, with commentary provided by the relevant committee Chairs.</p> <ul style="list-style-type: none"> • Young People Committee Meeting 18th November 2022 • People & Culture Committee Meeting 7th December 2022 • Sustainability Committee Meeting 7th December 2022 |

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