

Bulletin on the Board of Management Meeting held on 26 January 2023

The following is a summary of the Board of Management of Oberstown Children Detention Campus meeting that took place on Thursday 26 January 2023.

Ref	Subject	Summary
1.	Board & Committee Membership	<p>The Chair welcomed Úna Ní Dhubhghaill, the new DECDIY nominee, to her first meeting.</p> <p>A Research Group, made up of experienced academics, has been established with the aim of developing a research plan for Oberstown and to put in place a framework to support and govern research carried out in Oberstown.</p> <p>The following updates to Board Committee membership were agreed:</p> <ul style="list-style-type: none"> • Martin Quigley will chair the Governance Committee and Research Steering Group • Úna Ní Dhubhghaill will join the Strategy Committee.
2.	Director's Report	<p>The Director presented his January report to the Board, outlining December 2022 activities including:</p> <ul style="list-style-type: none"> • A visit from Judge Paul Kelly, President of the District Court and Justice John O' Connor, Circuit Court on December 5th. • A round table discussion on 'Shared Vision' on December 12th facilitated by Senator Lynn Ruane and the Civil Engagement Group of Seanad Éireann. • Visit from Woodlands as part of the North South Youth Justice Group on December 15th 2022.
3.	Young People Matters	<p>Michelle Griffin, Deputy Director for CEHOP updated the Board on issues which relate to young people:</p> <ul style="list-style-type: none"> • Occupancy is averaging 36 young people daily; on Christmas day there were 35 young people on Campus. • A slight increase in Separations involving 27 young people in December. There was a detailed discussion around the increase and the data. • Physical Intervention: Yearly comparison to 2021 shows that there was an overall reduction of almost 37% in such incidents in 2022. • Christmas activities and celebrations for young people. • Various projects for young people are ongoing including the horticultural project, the coffee van, bike mechanics and beehive projects.

4.	People Matters	<p>The Board considered the HR report, including:</p> <ul style="list-style-type: none"> • Staff recognition awards were made with special achievement awards to the School Principal, Suzanne Fitzpatrick and Martin Kellegher of the Catering team for outstanding contribution to the organisation. • Students are due to commence placement in Social Care Worker roles (5) and Social Work roles (1) in January. • Staff Engagement Groups: two sessions planned for January 26th on Systems and Processes and on January 31st on Safety and MAPA.
5.	Executive Engagement	<p>William Lloyd, Care Office Manager, delivered a presentation on the management of the Care Office and Visitors Centre, describing processes in place, vulnerabilities and areas for development:</p> <ul style="list-style-type: none"> • Bed Management • Admissions • Warrants & Admissions • Victim Liaison Service • DNA Sampling • Interagency Referrals • Visitors Centre and Security • Court Suites and Consultations <p>The Board thanked him for his informative and interesting presentation which highlighted a number of key priorities and risks for the organisation.</p>
6.	Board Committees	<p>The Board considered and noted the minutes of relevant board committee meetings, with commentary provided by the relevant committee Chairs.</p>

Professor Ursula Kilkelly
Chairperson

Bulletin on the Board of Management Meeting held on 23 February 2023

Ref	Subject	Summary
1.	Director's Report	<p>The Director presented his January report to the Board, outlining January 2023 activities including:</p> <ul style="list-style-type: none"> • In January, there were a total of 46 young people in Oberstown. • The main focus for the executive has been the development of Key Performance Indicators to inform strategy implementation. This will also improve reporting and accountability. • Both supervision training and critical incident management training continue to be rolled out as a priority.
2.	Young People Matters	<p>Michelle Griffin, Deputy Director for CEHOP, updated the Board on issues which relate to young people:</p> <ul style="list-style-type: none"> • Several young people presented with mental health difficulties necessitating a number of STORM interventions. • There were 48 Single Separations involving 18 young people in January, a decrease of 49% on the previous month. • There were 45 advocacy issues raised with the Advocacy Officer. • There were four complaints made by young people, two of which have been closed. • Young People are working to finalise their version of the Oberstown Strategy with the support of the Advocacy Officer and the Communications Officer.
3.	Review of Participation Update.	<p>The Chair provided an update on the review of Young People's Participation in Decision-Making current underway.</p> <ul style="list-style-type: none"> • Focus groups with young people have identified their experience of what works well in this area. Key issues emerging relate to providing information in a timely way and knowing who can help to resolve issues when they arise. • Next step is to engage with staff to gather staff perspectives. • Once this is complete, a report will be prepared for the Board.

4.	People Matters	<p>The Board considered the HR report, including:</p> <ul style="list-style-type: none"> • During January there was a decrease in Certified Sick Leave. • Four new staff have commenced in post - two General Operatives, a Finance Assistant and a HR Assistant. • The process for CORU registration for social care staff is being scoped out under the remit of the People and Culture Committee. • An update was provided on the Staff Engagement Groups. • The People and Culture Committee has been briefed on ER issues. • An update on the appointment of an interim Chief People Officer was provided.
5.	Communications	<p>The communications office has been busy rolling out the new Oberstown logo and branding through exclusive channels, prior to a full launch.</p>
6.	Executive Engagement	<p>John Smyth, Activities Co-ordinator, delivered a presentation on activities and projects for young people in Oberstown. The aim of the activities programme is to work with each young person's interests and abilities to maximise their potential and develop skills that will be used when they leave Oberstown.</p> <p>The Board welcomed the presentation and thanked John Smyth for his work with and for the young people.</p>
7.	Board Committees	<p>The Board 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 26th January 2023 • Sustainability Committee Meeting 8th February 2023 • People & Culture Committee Meeting of 14th February 2023 • Strategy Committee Meeting of 15th February 2023 • Audit & Risk Committee Meeting 16th February 2023
8.	Board Membership.	<p>The Chair extended sincere gratitude to Donal McCormack who leaves the Board on his retirement from Tusla, thanking him for his work and contribution to the Board and wishing him well.</p> <p>The appointment of a replacement Tusla nominee is in progress and will be submitted for ministerial approval.</p> <p>The process to identify the new chair of the Board of Management is underway under the auspices of the Public Appointments Service.</p>

Professor Ursula Kilkelly
 Chairperson

Bulletin on the Board of Management Meeting held on Friday 24th March 2023

Ref	Subject	Summary
1.	Director's Report	<p>The Director presented his March report to the Board, outlining February 2023 activities including:</p> <ul style="list-style-type: none"> • The number of young people through the campus remained consistent at 45 during February. • A communication issued to the campus recently advising of the progress made regarding the business case for early retirement • The HIQA Report 2022 was published on 14th March 2023. The Senior Team have developed a plan for the implementation of recommendations with the oversight of the Governance Committee.
2.	Young People Matters	<p>The Board noted the report from Michelle Griffin, Deputy Director for CEHOP, which updated the Board on issues which relate to young people:</p> <ul style="list-style-type: none"> • There were 77 Single Separations involving 18 young people in February which is an increase of 29 separations on the previous month (62%). • A detailed description of the ACTS service on Campus was provided. • A comprehensive review of programmes and activities was provided. • The Chaplaincy service continues to grow from strength to strength with initiatives such as 'toast on Thursdays' and 'Chapel 101'
3.	People Matters	<p>The Board noted the HR report, previously circulated, including:</p> <ul style="list-style-type: none"> • During February there continued to be a decrease in sick leave absenteeism. • An update was provided on training on Campus in February. • An update was provided on Employee Relations and Industrial Relations.
4.	Governance	<p>The Board noted the minutes of the Governance Committee of 3rd March 2023, the Board considered and approved the following:</p> <ul style="list-style-type: none"> • Governance Committee Workplan 2023 • Code of Practice Compliance Checklist 2022 • Staff Nominee Process • Board Self-Evaluation Questionnaire
5.	Finance	<p>The Finance Officer presented the, previously circulated, draft Financial Statements for the year ended 31st December 2022. 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 2023 and recommended to the Board. The Board approved them for submission to the C&AG.</p>

6.	Sustainability	<p>In line with the requirement for public sector bodies within the Climate Action Plan 2021, Oberstown has developed a Draft Climate Action Roadmap. The plan is informed by a gap-to-target analysis and is a multiyear energy action plan to deliver on 2030 energy efficiency and decarbonisation targets and will be scaled to maintain steady progress to 2030.</p> <p>The Board approved the Climate Action Plan.</p>
7.	Incident Management Training	<p>Pat Leahy and Daniel Flavin of One Team Risk Management delivered a presentation to the Board on a series of workshops and a Pilot Programme developed to provide Incident Management Training to Oberstown staff.</p> <p>They described:</p> <ul style="list-style-type: none"> • The decision making model • Golden hour tasks • Outcomes of training – informal feedback suggest the training is making a difference on the ground. <p>They commended the approach of the Oberstown Management Team and their commitment to training and change.</p> <p>The Chair thanked Pat Leahy and Daniel Flavin for their presentation and their work in developing the training programme.</p>
8.	Board Membership.	<p>A new Tusla nominee, William O'Rourke, has been appointed to the Board.</p>
9.	Board Committees	<ul style="list-style-type: none"> • The Board noted the minutes of the Audit & Risk Committee meeting of 16th March.

Professor Ursula Kilkelly
 Chairperson

Bulletin on the Board of Management Meeting held on Thursday 27th April 2023

1.	Board Membership	<p>The Chair welcomed William O'Rourke, the new Tusla Nominee, to his first meeting of the Board.</p> <p>The Board was updated on the process to appoint the next Chairperson of the Board of Management and the process to identify staff members for the consideration of the Minister.</p>
2.	Director's Report	<p>The Director presented his March report to the Board, outlining February 2023 activities including:</p> <ul style="list-style-type: none"> • Senior Management Structure: The Director is implementing the new senior structure with the support of the Performance Committee. • The Campus is a nominated finalist at the Enterprise Risk Network Recognition Awards for 2023 within the Education and Development category with specific regard to Eazysafe online learning platform, Critical Incident Management Training and ISO45001. The awards ceremony is due to take place on 11th of May.
3.	Young People Matters	<p>The Board welcomed the report from Michelle Griffin, Deputy Director for CEHOP, which updated the Board on issues which relate to young people:</p> <ul style="list-style-type: none"> • Occupancy: The Campus is operating at full capacity at present. There was a lengthy discussion around the impact of the situation on the care of young people, and on resourcing and risk management. The Board specially commended staff for their continuing dedication and skill, in very challenging circumstances. • Single Separation: The significant rise in the use of single separation in March was noted; the link with increased pressures associated with maximum occupancy was discussed. Valuable insights were provided about the causes and staff approaches by the Deputy Director. The Director also highlighted that the majority of young people remain fully engaged and are working towards their goals in line with their placement plans. • The Board noted the minutes of the Young People Committee meeting of 24th March 2023.
4.	People Matters	<p>The staffing report, previously circulated, was noted, with the following highlighted by the interim CPO:</p> <ul style="list-style-type: none"> • CORU Registration: An action plan for ensuring that Oberstown staff comply with CORU requirements has been developed and shared with the People & Culture Committee. A meeting with an external provider to assess work to date and next steps is scheduled. • Two Staff Engagement groups are currently working through a process of identifying key challenges and solutions to enhance the experience of working at Oberstown. Each group has met twice. Further engagements and updates to take place in April. <p>The Board noted the minutes of the People & Culture Committee meeting of 12th April 2023 and the updates provided on key priorities.</p>

<p>5.</p>	<p>Review of Participation</p>	<p>Anne O’Donnell, experienced professional and consultant on child participation who, with Professor Laura Lundy, a global authority on child participation, was commissioned to conduct a review of participation of young people in decision-making in Oberstown, delivered a presentation on the process of the review and some interim findings drawing from the consultation with young people and with staff.</p> <p>The Chair thanked Anne O’Donnell for her insightful presentation and her work on this important review. The importance of the research was acknowledged, noting that internationally, the participation of young people in decision-making is one of the unique and transformative elements of Oberstown’s rights-based approach.</p>
<p>6.</p>	<p>Audit & Risk</p>	<p>The Board noted the minutes of the Audit & Risk Committee meeting of 4th April 2023 with the following highlighted by the Chair (BC).</p> <ul style="list-style-type: none"> • The Committee is developing an Audit Work Programme with the internal audit providers. • The Audit & Risk Committee Annual Report 2022 to the Board was noted and the Board thanked the Committee for their work.
<p>7.</p>	<p>Strategy</p>	<p>The Board noted the minutes of the Strategy Committee meeting of 12th April 2023 and discussed the work to date on the Annual Plan 2023.</p> <p>The Board noted the Strategy Committee Annual Report 2023 to the Board and thanked the Committee for their work.</p>

Professor Ursula Kilkelly
Chairperson

Bulletin on the Board of Management Meeting held on Thursday 25th May 2023

1.	Board Membership	<p>The Chair welcomed Koulla Yiasouma, Chair Designate, to the meeting.</p> <p>As this was her final Board meeting as Chair, UK reflected on her eleven years on the Board of Oberstown, almost eight as Chair. She paid tribute to Board members, past and present, to Director DH and former Director Pat Bergin, and all the staff and management for their exceptional dedication and hard work.</p> <p>The Board made a presentation to Professor Kilkelly and thanked her for her vision, expertise, dedication and exceptional contribution to Oberstown over the past eleven years and wished her well in her new role in the University.</p>
2.	Director's Report	<p>The Director presented his report to the Board, outlining April 2023 activities including:</p> <ul style="list-style-type: none"> • Occupancy: has been trending upwards and the Campus has operated at full capacity on a number of occasions throughout April and May. The Board discussed the challenges and possible solutions around increased occupancy identifying the need for the Board to consider short, medium and long-term measures as a priority. • PPMs: The Director presented a spotlight report on placement planning for young people in Oberstown, setting out structures and timelines for this. • The Campus had been a nominated finalist at the Enterprise Risk Network Recognition Awards for 2023 within the Education and Development category with specific regard to Eazysafe (our online learning platform), Critical Incident Management Training and ISO45001
3.	Young People Matters	<p>The Board welcomed the report from Michelle Griffin, Deputy Director for CEHOP, which updated the Board on issues which relate to young people:</p> <ul style="list-style-type: none"> • April saw a population of 53 young people on Campus. Full capacity was reached on 14th April through to 28th April. There were 6 new admissions and 3 re-admissions. <p>The incidence of single separation dropped by 47% to 69 separations. The use of physical intervention was highlighted and greater information as to its use sought for future meetings.</p> <ul style="list-style-type: none"> • The Board was updated on the delivery of programmes and the uptake by young people, this included Bloom, the coffee van project, Horticultural Programme and Summer School Activities Programme. • The Board noted the minutes of the Young People Committee meeting of 27th April 2023 and highlighted the need to respond more directly to the issues being consistently raised by the young people.

4.	Advocacy	<p>Advocacy Officer, Gráinne Smyth, provided an outline of advocacy and complaint activity for the young people on campus for the month of April 2023.</p> <ul style="list-style-type: none"> • Twenty-six advocacy issues were raised in April. • No complaints were raised in April. • A Food Conference will be held with input from all interested stakeholders across the campus, including the young people, to enable a collaborative, problem solving approach to addressing their food concerns, raised consistently with the Board’s Young People Committee. The Board strongly welcomed this approach. • The Campus Council is working well. Following a meeting with the Mosaic Project where the young people explained the purpose and process of the Council, young people will now do this part of staff induction <p>The Chair paid tribute to the Advocacy Officer for her continued work, initiative and leadership in this important area.</p>
5.	People Matters	<p>The staffing report, previously circulated, was noted, with the following highlighted by the interim CPO:</p> <ul style="list-style-type: none"> • April’s absence figures were slightly up on March overall. • The two staff engagement groups presented key recommendations back to the senior management team. • A working group is being established to advance requirements relating to CORU registration.
6.	Sustainability	<p>The Board noted the minutes of the Sustainability Committee meeting of 17th May, with the following highlighted by the Chair (BA).</p> <ul style="list-style-type: none"> • The Committee considered the Climate Action Plan for 2023 and will look at the plan for 2024 in Q4 2023. • SEAI Reporting: the Board considered a report showing energy targets for 2030 and Oberstown’s good progress towards these targets. The Board will receive these reports regularly to provide assurances on progress.
7.	Governance	<p>The Board noted the minutes of the Governance Committee meeting of 8th May 2023 with the following updates from the Chair of the Committee.</p> <p>Staff Election: the Board were updated on the process and outcome of the staff election. The results of the election have now been sent to the Department for the consideration of the Minister.</p>
8.	Annual Business Plan	<p>The Board approved the Annual Business Plan 2023 that sets out actions linked to the five strategic goals.</p>

Professor Ursula Kilkelly
 Chairperson

Bulletin on the Board of Management Meeting held on Friday 23rd June 2023

1.	Board Membership	<p>Koulla Yiasouma welcomed all to her first meeting as Chair and introductions were made. She paid tribute to the previous Chair, Ursula Kilkelly, and is looking forward to working with the Board.</p> <p>This was the final meeting for Staff Members, Craig Mulligan and Laoise Manners, whose terms end on 30th June 2023. The Chair thanked them for their hard work in what is a challenging role and for their work on Committees and the insights that they shared during their terms. A presentation was made to both members on behalf of the Board.</p> <p>Fergal Reynolds and Emma Shanahan have been appointed as Staff Members with their terms commencing on 1st July 2023.</p>
2.	Director's Report	<p>The Director presented his report to the Board, outlining</p> <ul style="list-style-type: none"> • ISO 45003: stage 1 audit assessment has completed, with a positive outcome, which allows progress to stage 2 of the process. • Senior Management Structure: The Director advised that a recruitment campaign for three senior roles was live, this will facilitate the agreed re-structuring of the Senior Management Team. • Stakeholder Engagement. The Director and the outgoing Chairperson gave stakeholders an update via Zoom on Friday 19 May 2023. This was Professor Kilkelly's final stakeholder meeting as Chairperson; she gave a review of the progress made in youth justice and at Oberstown over the past 11 years.
3.	Young People Matters	<p>The Board welcomed the report from Michelle Griffin, Deputy Director for CEHOP, which updated the Board on issues which relate to young people:</p> <ul style="list-style-type: none"> • There were 50 young people on Campus in May. There were four new admissions and seven readmissions. • Single Separation: there was an increase of 16% in single separation in May. • The Rise Garden at Bloom was a huge success. Oberstown won a Silver Gilt Award in the Medium Concept Garden. This was a very positive initiative for the Campus. The Garden has been returned to Oberstown and will be re-created in the horticultural space. • Summer activities for young people will run until 7.30 pm. This is a change from previous years and has been welcomed by young people and staff.

4.	Advocacy	<p>Advocacy Officer, Gráinne Smyth, provided an outline of advocacy and complaint activity for the young people on campus for the month of May 2023.</p> <ul style="list-style-type: none"> • There were 49 advocacy issues raised in May compared to 46 in the same period last year. • There were two complaints this month from the young people, there were two complaints in the same period in 2022. • A young person from the Campus council will meet with new staff on induction to tell them about lived experience on campus and what it's like to be cared for in Oberstown, what's important to them, participation on campus and the role of the campus council.
5.	People Matters	<p>The staffing report, previously circulated, was noted, with the following highlighted by the interim CPO:</p> <ul style="list-style-type: none"> • May's absence figures were slightly up on April overall. • The Board was updated on the recruitment campaigns ongoing to address staffing levels across all functions of the Campus. • The Board was updated on engagement with the Union, with the Chair sharing communication that she had received from the Forosa secretary. • The HR functions continues to work to support staff with the CORU registration process.
6.	Communications	<p>Communications Officer, Matthew Kelly, presented the draft Annual Report 2022.</p> <p>The Board approved the Annual Report 2022 and thanked Matthew Kelly and Professor Ursula Kilkelly for their work on the report.</p>
7.	Audit & Risk	<p>The Board noted the minutes of the Audit & Risk Committee meeting of 15th June 2023 with the following highlighted by the Chair of that Committee:</p> <ul style="list-style-type: none"> • Risk Management Framework Project: This is being progressed and is expected to complete by September. • Management Accounts April 2023 were reviewed by both the Audit & Risk Committee and the Board. • The Board approved a Contract Management Policy.

Koulla Yiasouma
 Chairperson

Bulletin on the Board of Management Meeting held on Thursday 27th July 2023

1.	Board Membership	New Staff Members will be in attendance at the September meeting once they have completed induction.
2.	Director's Report	<p>Deputy Director, Brian Hogan, presented his report to the Board, outlining</p> <ul style="list-style-type: none"> • Occupancy: There was a consistent population of 48 young people on the campus. • As a result of full capacity, there were a total of seven occasions that the Campus had been unable to accede to requests for accommodation of young people by the Courts/Gardaí in June. • Single Separation: There was a slight increase in single separations for the month of June, a rise seen on a month on month basis. Of the 91 single separations in June, 47% of the events occurred in the remand units, and 53% in the detention units. • The start of June brought great excitement to the campus in the form of Bloom 2023 (1st – 5th June) and Oberstown's 'Rise Garden' entry winning a Silver Gilt Medal and featured in media coverage. The Deputy Director thanked everyone involved in bringing such an historic idea to fruition and a well-deserved successful outcome. • The Director held three Town Hall meetings in June with staff and provided updates on progress to date on implementing the Strategy. • Three HIQA Inspectors came on site in June to engage with twelve young people to seek their views on providing feedback to HIQA. The HIQA Inspectors commented on the positive engagements with the young people and the quality feedback they received from them.
3.	Young People Matters	<p>The Board noted the minutes of the Young People Committee meeting of 23rd June 2023, with the Chair of the committee highlighting issues consistently raised by young people over the past months with focus on:</p> <ul style="list-style-type: none"> • Levels – there was discussion around the rating system used to reward positive behaviour. The Board requested a presentation on how the system works along with a review of policy, procedure and consistency of approach. • The Board noted the Advocacy Officer's report which provided and outline of advocacy and complaint activity for the young people on campus for the month of July 2023.

4.	People Matters	<p>The staffing report, previously circulated, was noted, with the following highlighted by the interim CPO:</p> <ul style="list-style-type: none"> • A number of recruitment campaigns have reached their application date and shortlisting is in process. • June absence is slightly up over May, mainly to do with assault and injury. • DHan highlighted the positives out of the recent discussions with the Unions. • CORU will be onsite week beginning 31st July to assist staff with the registration process. • Pension Business Case is progressing. • HR Policy Review: First phase is complete. Report to come to the Board in September via the People & Culture Committee.
5.	Audit & Risk	<p>The Board noted the minutes of the Audit & Risk Committee meeting of 25th July 2023 with the following highlighted by the Chair of that Committee:</p> <ul style="list-style-type: none"> • Budget Submission 2024: The Committee considered the draft budget estimate submission for 2024. Further information was requested and the budget submission will come to the September Board meeting. • The Committee discussed lessons to be taken from the RTE Enquiry.
6.	Governance	<p>The Board noted the minutes of the Governance Committee meeting of 17th July 2023.</p> <ul style="list-style-type: none"> • Board of Management Self Evaluation 2023 A report on the Board of Management Self-Evaluation survey was circulated to the Board and the Chair provided an overview of the results. The responses were mostly positive, with areas for improvement identified. • The Board approved the following items recommended by the Governance Committee: <ul style="list-style-type: none"> ○ Committee Terms of Reference ○ Governance Handbook ○ Revised Oversight Agreement. ○ Research Policy
7.	Legislation	<p>Tony O’Donovan, DCEDIY, updated the Board on a review of the Children Act 2001 as amended that is in progress with the Department of Justice and the Department of Children, Equality, Disability, Integration and Youth. This is expected to complete by the end of the year</p>

Koulla Yiasouma
Chairperson

Bulletin on the Board of Management Meeting held on Thursday 21st September 2023

1.	Board Membership	New Staff Nominee Board Members, Fergal Reynolds and Emma Shanahan, were welcomed to their first meeting. Both new members agreed to join Board Committees – Sustainability (Fergal Reynolds) and Strategy (Emma Shanahan).
2.	Chair’s Business	The Chair updated the Board on correspondence received from Forsa expressing concern around staffing levels. The Chair discussed staffing levels with the Director. The correspondence was circulated to all Board members.
3.	Director’s Report	<p>Director, Damien Hernon, presented his report to the Board, in his report he highlighted:</p> <p>Occupancy: There was a consistent population of 46 young people on the campus in July and 51 in August. Throughout the summer period there were no bed refusals and occupancy has typically been at low to mid-thirties.</p> <p>Single Separation: Throughout July and August there were a total of 95 single separations with 62 taking place in July and 34 taking place in August. This is a significant improvement on a month on month basis and a 31% decrease on an annual basis compared to July and August of 2022.</p> <p>Director’s Update: The campus was inspected by the Health and Safety Authority on 19/07/23 and received a very comprehensive positive report whereby Oberstown received no enforcement, prohibition or improvement notices.</p> <p>On August 17th the Director delivered a presentation to the YAP Annual National Conference in Croke Park on the theme of sustainability within the environment, friendships, families and communities from an Oberstown perspective.</p> <p>Decision making re Permitted Absences: The Director presented an overview of permitted absences, which included the policy on the management of permitted absences.</p>
4.	Young People Matters	<p>Deputy Director, Michelle G, spoke to this item</p> <p>The Board looked at Single Separation data, welcoming the decrease in separations. MG advised that the Summer School timetable had been adjusted this year; this could have contributed to the decrease. After some discussion, the Board requested that the restrictive practice group review the categories for single separation.</p> <p>In her presentation MG highlighted the following:</p>

		<ul style="list-style-type: none"> • There were a number of celebratory events on the campus including Leaving Cert results for 3 young people, Gaisce Awards Ceremony and an end of summer school event. • Some young people who are on long term Individual Recovery Programmes had individual Case Conferences with all the relevant professionals in attendance. This is a very supportive tool to the teams working with the complex young people. There are further case conference scheduled for these 3 young people. • 2 young people transferred to the IPS following their successful engagement in the Solas Prison Transfer programme which resulted in a smooth transition. • 1 young person successfully completed the NIAPP (National Inter Agency Prevention Programme) following 18 months of engagement. • The Board noted the Advocacy Officer’s report which provided an outline of advocacy and complaint activity for the young people on Campus for the month of July and August 2023.
5.	People Matters	<p>The staffing report, previously circulated, was noted, with the following highlighted by the Director:</p> <ul style="list-style-type: none"> • The Board looked at the reported staffing levels and there was discussion around optimum staffing levels and future planning.
6.	Audit & Risk	<p>The Board noted the minutes of the Audit & Risk Committee meeting of 11th September 2023 with the following highlighted:</p> <ul style="list-style-type: none"> • Budget Submission 2024: The Committee considered the draft budget estimate submission for 2024. Further information was requested and the budget submission will come to the October Board meeting. • The Terms of Reference for the Audit & Risk Committee were approved by the Board. • The Internal Audit Charter was approved by the Board. • The Board reviewed the Corporate Risk Register.
7.	Strategy	<p>Business Plan 2023: The Board reviewed the progress made in the implementation of the Business Plan 2023. The Chair of the Strategy Committee advised that the committee had comprehensively reviewed each item in the plan and were happy with the progress made.</p> <p>Terms of Reference: The Board approved the updated Terms of Reference for the Strategy Committee.</p>

8.	Review of Participation	Anne O'Donnell presented the final report on the Review of Participation. In her presentation AO'D highlighted the commitment and passion of all staff consulted to the young people in their care. She acknowledged the great progress made in Oberstown and outlined a strategic approach for further development. The report set out the findings from consultations with young people and staff. An action plan to implement recommendations out of the review will be developed.
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Koulla Yiasouma
Chairperson

Bulletin on the Board of Management Meeting held on Thursday 26th October 2023

1.	Board Committees	<p>Governance Committee: The Governance Committee met on 17th October, the minutes of this meeting were noted by the Board.</p> <ul style="list-style-type: none"> • CCTV Policy was approved by the Board • Research Steering Group was approved by the Board • <p>Strategy Committee:</p> <ul style="list-style-type: none"> • The Business Plan 2024 was considered by the Board. <p>Sustainability Committee: The Sustainability Committee met on 18th October, the minutes of this meeting were noted by the Board. The Chair provided an update on the meeting and advised that the Facilities Manager would give a presentation on new energy management software in December.</p> <ul style="list-style-type: none"> • The Climate Action Roadmap was approved by the Board • The Environmental Policy was approved by the Board • Following an annual review, the terms of reference for the Sustainability Committee were approved by the Board.
2.	Director's Report	<p>Director, Damien Hernon, presented his report to the Board, in his report he highlighted:</p> <p>Delegation of Director Authority. The Director set out the current practice of delegation.</p> <p>Bed Management: The Director set out the legislation and associated processes around bed management.</p> <p>HIQA. Between 12th and 14th September the annual HIQA inspection took place, focussing on six rules of the Children's Rights Policy Framework. The Director is in receipt of the draft outcome report, with fifteen days to respond on factual accuracy</p> <p>Meetings have been ongoing with the Youth Justice Oversight Group and the Youth Justice Steering Group to track the developments of the Youth Justice Strategy and the Director believes that the areas outlined in the strategy related to Oberstown, will soon come into focus.</p>

<p>3.</p>	<p>Young People Matters</p>	<p>Deputy Director, Michelle Griffin, spoke to this item In her presentation MG highlighted the following:</p> <p>Occupancy: Overall September was a busy month on the campus with a population of 48 young people. There were 6 new admissions and 7 re-admissions in September. There were no bed refusals during September.</p> <p>Single Separation: There were 63 Single Separations involving 21 young people in September which is an increase of 29 separations on the previous month. 70% of Single Separations were resolved within the first 6 hour period and 30% within 7-12 hours which demonstrates the positive impact of Restorative Practice training.</p> <p>CPI Safety Interventions: A total of 4 CPI Safety interventions were recorded for September. The Deputy Director explained that there are a number of young people with highly challenging and complex behaviours.</p> <p>Participation: The Board received an overview of the young people’s participation and advocacy on the campus during September.</p> <p>Young People Committee: The Young People Committee met with young people on 21st September and the Chair of the committee provided an update on the feedback from young people. Updates were provide on Programmes and Activities and the work of the Chaplain on Campus.</p>
<p>4.</p>	<p>People Matters</p>	<p>The staffing report, previously circulated, was noted, and the following was discussed:</p> <p>Recruitment: Three RSCW’s recruited and starting in October and two new HR team members, Learning & Development Specialist and Employee Relations, recruited.</p> <p>Training: There was a reduction in the delivery of training across September to meet annual leave demands, and to ensure adequate resourcing on the units.</p> <p>Staff Engagement: Engagement groups to reconvene in the last quarter of 2023 to look back on progress to-date, and build out a plan to develop ongoing engagement initiatives</p> <p>CORU: Project Lead identified. Next step is to build out a project around CORU registration and work through all the actions to ensure we meet all our requirements</p>
<p>5.</p>	<p>Review of Participation</p>	<p>Review of Participation The Board formally accepted the recommendations from the review of participation and mandated the Senior Management Team to draft a participation strategy.</p>

Koulla Yiasouma
Chairperson

Bulletin on the Board of Management Meeting held on Tuesday 28th November 2023

1.	Board Committees	<p>Audit & Risk Committee: The Audit & Risk Committee met on 16th November, the minutes of this meeting were noted by the Board.</p> <ul style="list-style-type: none"> • Internal Audit Programme for 2024 was agreed. • C&AG currently auditing Financial Statements for year ended 31st December 2022. Final accounts to be brought to the December Board meeting. • The Risk Management Policy was approved by the Board. • Management Accounts September 2023 were brought to the Board for consideration. <p>People & Culture Committee: The People & Culture Committee met on 16th November 2023, the minutes of this meeting were noted by the Board.</p> <ul style="list-style-type: none"> • The Terms of Reference for the Committee were approved following an annual review. <p>Strategy Committee: The Strategy Committee met on 15th November, the minutes of this meeting were noted by the Board.</p> <ul style="list-style-type: none"> • The Business Plan 2024 was approved by the Board.
2.	Director's Report	<p>Director, Damien Heron, presented his report to the Board, in his report he highlighted:</p> <p>Annual Leave Issue: The Board was updated on the resolution to the issue of the incorrect application of annual leave entitlements.</p> <p>HIQA: Following receipt of the stage one report from HIQA, a Feedback and Compliance Plan for this Stage 1 Report has been submitted. Stage two is expected in December 2023.</p> <p>Incidents: The Director updated the Board on significant incidents on Campus in October 2023. He described the incident management process and the Chair gave assurances that she had been kept fully briefed at all times.</p>

<p>3.</p>	<p>Young People Matters</p>	<p>Deputy Director, Michelle Griffin, spoke to this item In her presentation MG highlighted the following:</p> <p>Occupancy: October was a busy month on the campus with a population of 53 young people. There were 6 new admissions and 10 re-admissions in October. There were no bed refusals during October.</p> <p>Single Separation: There were 104 Single Separations involving 36 young people in October which is an increase of 41 separations on the previous month.</p> <p>Participation: The Board received an overview of the young people’s participation and advocacy on the campus during October.</p> <p>Young People Committee: The Young People Committee met with young people on 26th October and the Chair of the committee provided an update on the feedback from young people. It was noted that concerns raised by young people around food had been addressed. the Board welcomed this and commended the responsivity of the Catering Team and thanked them for their good work.</p> <p>The Young People Committee will be re-developed in 2024 as part of the Participation Strategy.</p> <p>Updates were provide on Programmes and Activities and the work of the Chaplain on Campus.</p>
<p>4.</p>	<p>People Matters</p>	<p>The staffing report, previously circulated, was noted, and the following was discussed:</p> <p>Recruitment: Learning & Development Manager and Employee Relations Lead are now in post.</p> <p>Training: The Board received an update on training delivered during October 2023.</p> <p>Employee Relations: The Board noted correspondence received from Forsa. The Chief People updated the Board on engagement with the union, referencing issues raised in the correspondence received. He advised that there was regular engagement with Forsa reps and that matters were being progressed. The Board acknowledged the safety concerns raised by care workers.</p>

Koulla Yiasouma
Chairperson

Bulletin on the Board of Management Meeting held on Tuesday 19th December 2023

1.	Board Committees	<p>Audit & Risk Committee: The Audit & Risk Committee met on 19th December prior to the Board meeting. The Committee reviewed the Financial Statements for the Year ended 31st December 2023 and made a recommendation to the Board for approval.</p> <p>Research Advisory Group: The Chair of the Research Advisory Group provided an updated on the meeting of the group held on 15th December 2023.</p>
2.	Financial Reporting	<p>Financial Statements: The Finance Officer attended the meeting and presented the final version of the Financial Statements for the Year Ended 31st December 2022.</p> <p>The Board approved the Financial Statements for the year ended 31st December 2022, subject to final clearance by the C&AG which was subsequently received.</p> <p>The Board thanked the Finance Officer and her team for their work on the Financial Statements.</p> <p>Budget Allocation 2024: The Board reviewed and approved the Budget Allocation for 2024.</p>
3.	Director's Report	<p>Director, Damien Hernon, presented his report to the Board, in his report he highlighted:</p> <p>ISO 45003: 2021 Managing psychological Health and Safety at Work: Stage 2 assessment has concluded, this included a physical site tour of the Campus by the British Standards Institute (BSI) and Oberstown has been recommended for certification. The recommendations will now undergo an internal process with BSI and the outcome in full will be advised by the end of January 2024.</p> <p>This is a very positive recommendation and a very strong indicator of improvements implemented in the management of psychosocial risks on campus.</p> <p>Update: A stakeholder visit from the Irish Penal reform Trust (IPRT) took place on 2nd November. It was a very informative visit, with good dialogue on initiatives, programmes and 18-24 year olds.</p> <p>On 6th November the Director and Deputy Director met with the Assistant Governor of Wheatfield regarding our transition programme and future workshop initiatives.</p>

		<p>On 6th November the Director and Deputy Director met with the Assistant Governor of Wheatfield regarding Oberstown’s transition programme and future workshop initiatives.</p> <p>The Director attended the DJE Open Policy Forum on Diversion for 18-24 year olds, which formed part of a series of stakeholder events regarding the potential development of a diversion programme for 18-24 year olds. This was a significant event and allows Oberstown be at the forefront of the discussions and this part of the Youth Justice Strategy given the level of expertise that exists on the campus.</p>
<p>4.</p>	<p>Young People Matters</p>	<p>Deputy Director, Michelle Griffin, spoke to this item In her presentation MG highlighted the following:</p> <p>Occupancy: Overall November was a busy month on the campus with a population of 45 young people. There were no bed refusals during November.</p> <p>Single Separation: There were 115 Single Separations involving 34 young people in November which is an increase of 11 separations on the previous month. The Board received an update on the reasons behind these figures.</p> <p>ACTS: The Deputy Director provided an update on the work of the ACTS team in November 2023</p> <p>Participation: The Board received an overview of the young people’s participation and advocacy on the campus during November.</p> <p>Designated Liaison Person (DLP) for Child Protection The Board noted the DLPs update on activity in child protection in November. This report will be brought as part of the Young People Matters Report going forward.</p> <p>Young People Committee: The minutes of the Young People Committee Meeting of 28th November, previously circulated, were noted by the Board. The Chair of the Committee highlighted the following:</p> <ul style="list-style-type: none"> • The Committee requested further information on Individual Recovery Programmes to provide clarity and the Director advised that a review of the IRP procedure was in progress. • The Terms of Reference for the Committee will be reviewed as part of the Board of Management away day in January 2024. <p>Updates were provided on Programmes and Activities and the work of the Chaplain on Campus.</p>

<p>5.</p>	<p>People Matters</p>	<p>The CPO presented the staffing report, previously circulated and the following was discussed:</p> <p>Industrial Relations: The CPO updated the Board on the recent meeting with Forsa.</p> <p>Recruitment: Two new starters – one RSCW and one Youth Worker. One leaver – RSCW.</p> <p>Planning for 2024: The CPO updated the Board on work planned for 2024:</p> <ul style="list-style-type: none"> • Training Plan • Equality, Respect and Dignity Policy • Talent Management Framework <p>Supervision Policy: The Board of Management approved the Supervision Policy.</p>
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Koulla Yiasouma
Chairperson