

**GARDA YOUTH DIVERSION PROJECT
GUIDELINES**

Contents

Page

Acknowledgements

Introduction to the Guidelines	1
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Section one: Establishment Guidelines Introduction	9
Summary of establishment guidelines	10

Establishment Guidelines:

Guideline 1	12
Guideline 2	13
Guideline 3	17
Guideline 4	19
Guideline 5	22
Guideline 6	23
Guideline 7	25
Guideline 8	28
Guideline 9	30
Guideline 10	31
Guideline 11	

Section two: Operation Guidelines Introduction	32
Summary of operation guidelines	34

Operation Guidelines:

Guideline 1	36
Guideline 2	37
Guideline 3	38
Guideline 4	39
Guideline 5	40
Guideline 6	41
Guideline 7	42
Guideline 8	44
Guideline 9	46
Guideline 10	47
Guideline 11	49
Guideline 12	50
Guideline 13	51
Guideline 14	52

Section three:	Administration Guidelines Introduction	54
	Summary of administration guidelines	55
	Administration Guidelines:	
	Guideline 1	57
	Guideline 2	58
	Guideline 3	59
	Guideline 4	60
	Guideline 5	61
	Guideline 6	63
	Guideline 7	64
	Guideline 8	65
	Guideline 9	66
	Guideline 10	67
Section four:	Monitoring Guidelines Introduction	68
	Summary of monitoring guidelines	72
	Monitoring Guidelines:	
	Guideline 1	73
	Guideline 2	74
	Guideline 3	75
	Guideline 4	76
	Guideline 5	77
	Guideline 6	79
	Guideline 7	80
	APPENDICES	
	Appendix A: Annual Report	81
	Appendix B: Quarterly Treasurer's Report	89
	Appendix C: Six-monthly Report	92
	Appendix D: Referral Assessment Report	95
	Appendix E: Agreed Recommendations	97
	Appendix F: Glossary	98

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Introduction

Garda Youth Diversion Projects¹ are community based, multi-agency crime prevention initiatives which seek to divert young people from becoming involved (or further involved) in anti-social and/or criminal behaviour by providing suitable activities to facilitate personal development and promote civic responsibility. The Garda Youth Diversion Projects are funded by the Department of Justice, Equality and Law Reform and administered through Garda Community Relations Section.

Background

The first two Garda Youth Diversion Projects (previously known as Garda Special Projects) were established in 1991, and by 2001, the number of Garda Youth Diversion Projects had reached sixty-four. Many of these projects were established in recent years facilitated by the allocation of funding under the National Development Plan 2000-2006 and reflect the Department of Justice, Equality and Law Reform's policy of significantly expanding the availability of this form of intervention.

The evaluation report on the Garda Youth Diversion Projects (Bowden and Higgins, 2000) suggested that a set of guidelines were required in order to develop a planned and strategic approach and recommended that the guidelines should set out:

- the nature of youth crime prevention and diversion projects;
- the implementation structures required to deliver programmes at local level;
- the roles of the various stakeholders involved; and,
- the range of actions and measures that are appropriate to fund as good youth crime prevention work (Bowden and Higgins, 2000, p. 164-165).

In 2000 An Garda Síochána issued the 'Garda Policy Directive on Special Projects' to their members that offered guidance on, amongst other things, the role of An Garda Síochána, Garda involvement at local and organisational level, the management structure of projects and financial procedures. However, the rapid expansion of the Garda Youth Diversion Projects created quality assurance challenges in relation to the operation and management outcomes of the projects and in 2001 the Department of Justice, Equality and Law Reform commissioned the Centre for Social and Educational Research to prepare comprehensive guidelines for the establishment, operation, management and administration of the projects.

The Guidelines were prepared by the Centre for Social and Educational Research (CSER) at the Dublin Institute of Technology (DIT) in conjunction with a cross-sectoral Advisory Group made up of representatives from the Garda Youth Diversion Projects, the

¹ The collective term for the projects is Garda Youth Diversion Projects (previously Garda Special Projects). This term will be reviewed by the National Advisory Committee once this has been established.

Department of Justice, Equality and Law Reform, An Garda Síochána, Dublin Institute of Technology, the Institute of Criminology, U.C.D. and an independent consultant.

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Purpose and Scope of the Guidelines

The purpose of the guidelines is to act as a benchmark against which applications for new projects are to be assessed and against which existing projects are to be evaluated on an ongoing basis. They should be viewed as an aid to new and existing Garda Youth Diversion Projects on the establishment, operation, administration, and monitoring of their projects and include guidance on the following:

- establishment of projects: the criteria for establishment of projects including the purpose and extent of consultation required prior to setting up a Garda Youth Diversion Project and the type of implementation structure required once set up;
- the ongoing operation of projects including procedures identification/referral of project participants, and the quality assurance statements and actions required in relation to safety, protection and welfare;
- mechanisms to compare anticipated services against services delivered by the project;
- management structures, administration procedures, financial control and accountability mechanisms required to be put in place within Garda Youth Diversion Projects; and
- monitoring and evaluation structures. The procedures and mechanisms for monitoring and evaluating projects on an ongoing basis.

Thus, the Guidelines are laid out in four sections:

- Section 1 Establishment Guidelines;
- Section 2 Operation Guidelines;
- Section 3 Administration Guidelines;
- Section 4 Monitoring Guidelines.

Overview of the Research and Consultation Process

The guidelines were developed through researching crime prevention and policy literature and through a process of consultation with representatives from the Garda Youth Diversion Projects and from similar initiatives in Canada, England and Scotland. The process involved the following:

1. A cross-sectoral Advisory Group was set up by the Department of Justice, Equality and Law Reform;
2. Three background policy papers were prepared and disseminated to members of the Advisory Group as follows:
 - A review of crime prevention and diversion literature and an outline of definitional and conceptual issues,
 - An overview of the policy and legislative framework for youth crime prevention and diversion work in the jurisdiction, and
 - A review of core aspects of management, implementation, practice and monitoring of youth crime prevention initiatives;
3. Two study visits were undertaken by members of the Advisory Group and the researchers to examine responses in three other jurisdictions – Canada, England and Scotland;
4. A submission was made by Project Co-ordinators and was reviewed and considered by the research team;
5. A series of regional consultative seminars was undertaken at venues in Athlone, Dublin, Cork and Limerick involving regional management stakeholders, Gardaí, Project Co-ordinators and community personnel;
6. A specific consultation session was held at a conference for Project Treasurers at the Garda College, Templemore;
7. A specific consultation meeting was held with employing agencies, convened by the City of Dublin Youth Service Board and attended by representatives of six youth service providers;
8. A process of documentation and analysis of the views of various stakeholders was undertaken by way of questionnaires issued to accompany the seminars and meetings; and
9. The Advisory Group reviewed the three background policy papers together with reports on the issues raised in the consultative process⁴. All issues raised were

⁴These papers are available as a composite document to interested readers from the Centre for Social and Educational Research.

discussed and where possible have been reflected in the final document. Each guideline was discussed thoroughly by the Advisory Group and amendments were made to achieve agreement where possible.

The Purpose and Scope of Garda Youth Diversion Projects

Taken together the Guidelines spell out in clear terms the purpose and scope of the work the Projects will be involved in. It is intended that the Guidelines should be viewed as a resource that will add value to the work of Projects in local communities and will clarify the role of the various stakeholders involved.

A number of key points that need to be borne in mind in relation to the operation of the Garda Youth Diversion Projects are:

- Youth justice work is based on an understanding that young people under 18 years of age have rights under the United Nations Convention on the Rights of the Child and as citizens of the State and that no actions undertaken as crime prevention will undermine or compromise those rights;
- The Children Act, 2001 raises the age of criminal responsibility to 12 years in that it is held that a child less than this age is not capable of committing a crime. Thus the age of optimum participation in youth-crime-prevention projects is 12 to 17 years as this will be consistent with the Garda Juvenile Diversion Programme and with the age of criminal responsibility as laid down by the Children Act once the Act comes into force;
- Youth justice work is different to youth work in general because of the focus of the former on helping young people to deal with the issues surrounding their offending and the need for behavioural change. In this context there is a requirement to ensure that the majority of those targeted are actual offenders and that the best possible way of achieving this is through a referral process involving the Garda Juvenile Liaison Officer (JLO);
- The purpose of youth crime prevention work is to engage young people who have offended in a process of learning and development that will enable them to examine their own offending and to make positive lifestyle choices that will protect them from involvement in criminal, harmful or socially unacceptable behaviours. To implement this, the work involves linking young people with non-offending peer groups and the forming of stable and trusting relationships with adults in the community. The intended impact of this process is that those who are engaged in this process develop into responsible and valued citizens

and the intended outcome is that young people engaged do not offend and do not progress into the criminal justice system;

- Good youth crime prevention practice, according to the broad literature, must be evidence based. That is, it should draw on a range of practices, resources and techniques that have a demonstrable and measurable result in preventing either the onset of offending or re-offending. It has been pointed out that those programmes that are most effective are:
 - focused on the issues, needs and circumstances surrounding the offending behaviour;
 - structured and focused in terms of their content and the way they are managed and delivered;
 - community based and linked with other community programmes; and
 - providing offenders with better insight into the causes and purposes of their offending as well as the skills and reason to examine the consequences of actions for themselves and their victims.⁵

Programmes that have been least effective are those that are:

- based on confrontation, negative reinforcement or ‘short sharp shock’ approaches;
- area wide strategies of prevention such as broadly based neighbourhood programmes;
- diversion out of the system that does not involve some form of focused intervention; and
- unfocused casework, counselling or groupwork.⁶

How the guidelines should be used

As mentioned above, the guidelines should be used as a comprehensive aid to new and existing Garda Youth Diversion Projects on how a Garda Youth Diversion Project should be established, operated, administered and monitored at local level. However, it should be borne in mind that there are both limitations to these guidelines and issues that have been omitted pending further discussion at national level. It should be noted at this point that these guidelines will be flexible to a certain extent and that they should be viewed as something to work towards. In addition there will be a period of time given to projects to implement the Garda Youth Diversion Project guidelines, in that the implementation process should not adversely affect the present participants of the Garda Youth Diversion Projects. Groups in operation should be able to come to a ‘natural’ end and projects undertaken by project groups should be completed.

⁵Conference Permanente Europeenne de la Probation (1996, p.2) *Developing and Evaluating Programmes for Reducing Offending Behaviour*. Hertogenbosch, the Netherlands: Author.

⁶Ibid

Summary of the guidelines recommendations and limitations

Previously, many involved in the Garda Youth Diversion Projects were unclear as to how the application process worked. The eleven establishment guidelines give a clear structure to this process from the initial expression of interest to the final submission of the proposal. The first three guidelines essentially map out this process and introduce the idea of having a ‘pre-establishment phase’.

Guidance is also outlined for the particular stages of the pre-establishment phase, the committees that each project will have or will set up prior to receiving funding and the final funding proposal that will be submitted to the Chief Superintendent of Garda Community Relations Section.

It is important to note at this point that there are many projects already in place at the time of writing the Comprehensive Guidelines. Many of these projects may not enjoy the advantages of having gathered the information in the early stages recommended by the guidelines. This data may be suitable to act as baseline data for comparison when projects are evaluating their impact in the catchment area. Projects may wish to consider carrying out such audits even though it was not necessary for their initial funding application. Projects may also consider gathering statistical information now necessary for the initial application form for the same purpose.

Similarly all existing projects should ensure that there is a co-ordinator’s job description and a memorandum of understanding between the local stakeholders⁷ included in the project documentation. In addition all projects will be required to operate a referral assessment committee.

The guidelines do not refer to the required qualifications for the job of project co-ordinator. The primary project target group will be young offenders, this may require that staff are specialised and/or experienced. This issue should be discussed at national level and agreement should be reached on the level, subject matter of qualifications and experience required for the job of project co-ordinator.

While the Establishment Section aims to offer clear guidance to those seeking funding and those considering the funding applications for a Garda Youth Diversion Project, statistical data should be considered within the context of the locality. It will be up to the Chief Superintendent of Garda Community Relations Section to take local circumstances into consideration when prioritising applications for entry into the pre-establishment phase.

There are also limitations with the consultation process of the pre-establishment phase.

While guidance is offered on how consultation might be carried out, there is no guarantee that this consultation will be representative or comprehensive. It will be up to the Chief Superintendent of Garda Community Relations Section to consider the process undertaken by each applicant when reviewing funding proposals.

The operation section of the guidelines offers guidance on operational issues such as induction periods, staffing, targeting young people and so on. However there were a number of issues raised in the course of the consultation that are not covered by the guidelines but may require further discussion at national level. One such issue is the role of the projects in legal proceedings, for example, participants being referred through courts or project workers' involvement at court proceedings.

There are also issues that the guidelines were not able to address. Although criteria for participation are listed, the guidelines do not specify 'at risk' indicators. While there has been some international consideration of this topic, there is not yet agreement on what constitutes 'at risk'. Additionally the same action may not be appropriate for two different young people as each young person comes with an individual set of circumstances and their own unique story. For this reason, it was decided that the most effective means of considering and monitoring participation on the project would be a local committee. The establishment of a separate 'referral assessment committee' allows for the focused consideration of referrals and the progress of participants in a confidential process that is respectful of the project participants.

The Guidelines also *do not* deal with the specifics of employee/employer relations, issues pertaining to staff remuneration, conditions of employment and/or career structures. While these issues were raised during the consultation process, it was not within the terms of reference of the CSER for this research project.

While the exact activities undertaken by projects should be decided at local level, the implementation of the project plan should be in line with the comprehensive guidelines and good practice principles. It is important to note that the core principles listed are not exhaustive and may be extended after national consultation. Project committees may also wish to include two review days per year, during which the project committee reviews the project progress and amends the proposed annual plan.

Operation guideline ten raises the issue of training which in turn raises the idea of a national training programme available to project staff. Time should also be allocated for project workers to avail of networking opportunities, possibly through regional structures and attendance at seminars. It may be possible to organise a national training programme for co-ordinators through a national advisory committee. However, discussion on this should happen at national level.

As is also discussed in the Administration introduction, the role of Garda Community Relations Section should be one that is administrative, developmental and supportive. This in turn should be supported by a National Advisory Committee that will inform on conference content and national policies.

Section one:**Establishment of Garda Youth Diversion Projects****Introduction**

This section provides guidelines on the Establishment of Garda Youth Diversion Projects. It outlines the process through which funding can be accessed to set up a Garda Youth Diversion Project in a designated catchment area.

The eleven establishment guidelines give a clear structure to the application process from the initial expression of interest to the final submission of the proposal. The first three guidelines essentially map out this process and introduce the idea of having a ‘pre-establishment phase’. The proposed system involves a two-phase application process and aims to make access to funding accountable and transparent. In addition this system prompts interested parties to critically consider whether or not the establishment of a Garda Youth Diversion Project is the right course of action for their particular situation and provides for consulting with relevant parties prior to a funding application in order to avoid duplication of provision.

Guidelines four to eight offer guidance on particular stages of the pre-establishment phase, consultation, memorandum of understanding, legal structure, co-ordinator’s job description and catchment area. Guidelines nine and ten outline the committees that each project must have prior to receiving funding. Finally, guideline eleven summarises the final funding proposal that will be submitted to the Chief Superintendent of Garda Community Relations Section (GCRS).

Summary of the Establishment Guidelines

- GUIDELINE 1**
Expression of interest
- The first stage in the application process will be an expression of interest.
- GUIDELINE 2**
Initial application
- Applicants for funding of a Garda Youth Project will complete a standard application form obtained from and returned to the Chief Superintendent of Garda Community Relations Section by the end of September in any given year. Garda Community Relations Section will then use a set of criteria to shortlist applications to be forwarded to the Department of Justice, Equality and Law Reform for consideration.
- GUIDELINE 3**
Pre-establishment phase:
- There will be a pre-establishment phase funded for each project selected. When applicants have completed this phase they will submit a proposal to Garda Community Relations Section for funding a Garda Youth Diversion Project for a specific catchment area to be forwarded to the Department of Justice, Equality and Law Reform.
- GUIDELINE 4**
Pre-establishment phase:
Consultation
- All applicants will be required to conduct and report on the consultation process carried out with key stakeholders, community groups and local agencies during the pre-establishment phase.
- GUIDELINE 5**
Pre-establishment phase:
Memorandum of Understanding
- A memorandum of understanding will be drawn up outlining the roles and responsibilities each stakeholder has in relation to the establishment, operation, administration and monitoring of the project.
- GUIDELINE 6**
Pre-establishment phase:
employer and legal structure
- The employer of the project co-ordinator and the legal structure of the project will be identified at the pre-establishment stage of the application process.
- GUIDELINE 7**
Pre-establishment phase:
co-ordinator's job description
- The job description of the project co-ordinator will be outlined at the pre-establishment phase of the application process.

GUIDELINE 8

**Pre-establishment phase:
catchment area**

The catchment area that the project will operate within will be identified at the pre-establishment phase of the application process.

GUIDELINE 9

**Project Structure:
Project Committee**

Each project will have a Project Committee responsible for advising, approving, monitoring and evaluating the project strategy.

GUIDELINE 10

**Project Structure:
Referral Assessment
Committee**

Each project will set up a Referral Assessment Committee.

GUIDELINE 11

Proposal for funding

A standard template will be used for the funding proposal at the end of the pre-establishment phase.

GUIDELINE 1

Expression of interest

The first stage in the application process will be an expression of interest.

Interested parties can apply to Garda Community Relations Section for a copy of the guidelines and an application form. This expression of interest can come from any group or individual. At this stage groups or individuals may have heard of Garda Youth Diversion Projects and may wish to know more about them but they may not have contacted any other organisations in their area.

Background

Requests for funding have traditionally come from the Gardaí. Groups or individuals who as yet have no formal links with the Gardaí, however, may have heard of the Garda Youth Diversion Projects and wish to pursue the possibility of establishing a project in their area. This will give groups an opportunity to find out more about the Garda Youth Diversion Projects. If they then wish to pursue funding they will have to make contact with their local Garda Station in order to complete the application process.

GUIDELINE 2

Initial application

Applicants for funding of a Garda Youth Diversion Project will complete a standard application form obtained from and returned to the Chief Superintendent of Garda Community Relations Section by the end of September in any given year. Garda Community Relations Section will then use a set of criteria to shortlist applications to be forwarded to the Department of Justice, Equality and Law Reform for consideration.

The application process

To apply to the Department of Justice, Equality and Law Reform to fund a Garda Youth Diversion Project, groups/individuals must go through a two-phase process, the first of which is to complete a standard application form obtained from Garda Community Relations Section. Applicants will then be short listed pending consideration for the pre-establishment phase.

Completing the application form

Interested parties (outside agencies, community members etc.) should complete the standard application form in conjunction with members of the local Garda Station (similarly local Gardaí should complete the standard application form in conjunction with interested parties).

Transmission Route of application form

1. The application form will be submitted through the local Superintendent to the Chief Superintendent of Garda Community Relations Section, by the end of September, for short listing and prioritisation; and
2. Those applications short-listed will be forwarded in order of priority, by the Chief Superintendent of Garda Community Relations Section to the Department of Justice, Equality and Law Reform for consideration.

Short-listing

The shortlist will be compiled by the Chief Superintendent of Garda Community Relations Section and will be based on a standard set of criteria and forwarded to the Department of Justice, Equality and Law Reform. The Department of Justice, Equality and Law Reform will then consider these applicants for entry to the pre-establishment phase.

Prioritisation criteria

The Chief Superintendent will prioritise the funding applications based on the information received. Priority will be given to those areas demonstrating increases in the intensity of 'youth crime' or increases in the serious nature of the crimes of young people on the area's Garda Juvenile Diversion Programme over the previous five years.

The following information will be taken into account when short-listing and prioritising applicants for entering the pre-establishment phase:

Primary indicators

- Local area crime statistics for the previous five years;
- Numbers on the area's Garda Juvenile Diversion Programme (GJDP) and the rate of increase over the previous five years;
- The number of young people on the area's GJDP as a percentage of the youth population in relevant age cohorts;
- The nature/type of offences of young people cautioned under the area's GJDP over the previous five years, including (where possible) a breakdown of drug/alcohol related offences;
- The nature of problems/issues referred to the Probation and Welfare Service and GJDP; and
- Youth demographics and early school leavers statistics if available.

Secondary indicators

- Local area statistics;
- Statistics on youth homelessness and drug/alcohol use by young people if available;
- Educational profile of the area including a description of school provision and identification of educational related issues such as early school leavers (ESL), truancy and attainment;
- Social exclusion and housing issues in the area; and
- Statements from local agencies on youth crime in the area and summary of perceived needs of the catchment area.

Background

According to previous practice in the projects the District Officer submits the application for the funding of a project to the Chief Superintendent Garda Community Relations Section who then forwards it to the Department of Justice, Equality and Law Reform.

Although all applications for funding go through the local Garda Superintendent, the current process of submitting a proposal document results in varying information being submitted for consideration for funding. It also requires the applicants to have a degree of skill in writing proposals, which may not always be the case. This alternative process, which introduces a standard application form, ensures that all applications are considered on the basis of the same information.

In addition, not every applicant will be suitable to enter a project pre-establishment phase. The initial application process will allow the Chief Superintendent to prioritise the applications on the basis of standard criteria.

Template For The Application Form¹

SECTION ONE		Agency profile												
Agency name					Brief Profile									
SECTION TWO		Primary indicators												
A - Statistics														
Local area crime statistics					Y-1	Y-2	Y-3	Y-4	Y-5					
GJDP Statistics					Y-1	Y-2	Y-3	Y-4	Y-5					
Youth demographics and early school leavers statistics (if available)														
B - Analysis of statistics														
Total number of young people cautioned as % of the total youth population.					Y-1	Y-2	Y-3	Y-4	Y-5					
Breakdown of GJDP statistics by offence/gender														
Years	Total Y-1		Total Y-2		Total Y-3		Total Y-4		Total Y-5					
Offence	M	F	M	F	M	F	M	F	M	F	F			
Breakdown of GJDP Statistics by offences that were related to drug/alcohol use														
	Total Y-1		Total Y-2		Total Y-3		Total Y-4		Total Y-5					
Offence	M	F	M	F	M	F	M	F	M	F	F			
SECTION THREE		Secondary indicators												
<ul style="list-style-type: none"> Local area statistics. List of problems/issues referred to the Probation and Welfare Service and the GJDP Statistics on youth homelessness and drug/alcohol use by young people (if available). Breakdown of schools servicing the locality. Social exclusion and housing issues. Attach statements from local agencies/community groups (no more than one page from each agency) on youth crime in the area and summary of perceived needs of the catchment area (no more than one page) 														

¹To be included in the initial application should be letters of support from local agencies including a profile of their agency and a statement on how they perceive youth crime in the proposed catchment area.

GUIDELINE 3

Pre-establishment phase

There will be a pre-establishment phase funded for each project selected. When applicants have completed this phase they will submit a proposal to Garda Community Relations Section for funding a Garda Youth Diversion Project for a specific catchment area to be forwarded to the Department of Justice, Equality and Law Reform.

This phase involves justifying the needs for a project and finding out whether its establishment makes sense to the local area. The end result will be to submit a funding proposal to the Chief Superintendent of Garda Community Relations Section, and if recommended for funding, onward transmission to the Department of Justice, Equality and Law Reform.

Successful applicants to the pre-establishment phase may receive funding up to €6,500 to develop their application for funding of a Garda Youth Diversion Project one stage further. Applicants awarded funding for the pre-establishment phase, may use this money for technical assistance only (i.e. facilitators, rental of meeting space, administration costs etc.). Applicants may draw down funding as appropriate. If the proposed project is subsequently approved, the amount of funding granted in year one will be less the pre-establishment expenditure.

PRE-ESTABLISHMENT STEPS

The steps recommended for pre-establishment include the following;

1. Establish a steering committee made up of local stakeholders² to study the youth crime issue;
2. Conduct a community safety audit; consultation, and review of youth crime;
3. Determine the extent of community need, taking into account current youth provision, and recommend a suitable course of action to combat youth crime in a productive and preventative fashion;
4. Identify current and future resources;
5. Identify the existing infrastructure in the locality particularly the local Gardaí resources, physical facilities and community financial support that may be available;
6. Formulate a Garda Youth Diversion Project plan/proposal, including a mission statement, aims, objectives, desired outcomes and a summary of strategies;
7. Identify legal structure of the project, e.g.
 - As part of a non-profit organisation (e.g. a youth organisation);
 - Limited company; or
 - Charitable trust/foundation;

²Henceforth the term stakeholders will be understood to refer to the local Garda personnel, community representatives / groups, youth service providers, schools or any interested agencies or parties involved in the application process (see footnote, p.7).

8. When it is decided which legal structure is to be chosen the youth organisation/employer³ of the project staff is to be clearly identified;
9. Formulate a memorandum of understanding among all major stakeholders; and
10. Identify a possible set of activities, programme and service descriptions, profiles of key staff members and volunteers and budget. Ottawa - Carleton Regional Police Youth Centre (1998) *Developing a Police Youth Centre - A Model Approach to Youth Crime Prevention*, Ottawa, Canada.
(<http://www.ottawapolice.ca/en/youth/resources.cfm>)

Background

This phase will allow groups to examine whether or not the model of a Garda Youth Diversion Project suits their particular local need and if it does how they would envisage structuring the project within their community.

GUIDELINE 4

Pre-establishment phase: consultation

All applicants will be required to conduct and report on the consultation process carried out with key stakeholders, community groups and local agencies during the pre-establishment phase.

Within the proposal for funding submitted to Garda Community Relations Section, applicants will be required to show what consultation has been carried out with key stakeholders. The purpose of this process is to ensure that key members of the community are consulted on the introduction of a project to the catchment area. The consultation process should entail at the minimum, bilateral meetings with individual agencies e.g. An Garda Síochána, all youth service providers, the Health Board, partnership groups, community development groups and local development bodies. In addition to these meetings applicants may wish to avail of existing community fora or hold a consultative community forum in the catchment area in question. However, consultation should be carried out in such a way that it does not create high expectations in the event that an application is unsuccessful.

Applicants should use the template provided to report on community consultation. This template is meant as a guide and applicants are not expected to carry out each section or each method of consultation provided for. At minimum, a short report on the process should indicate:

- The number of groups, agencies and individuals consulted;
- The manner in which the process was conducted;
- A list of those taking part; and
- A brief outline of the issues raised in the consultation process.

Background

Through the research and the consultation conducted it is clear that there is a need to have as wide a consultation process as possible prior to securing funding. There is a general consensus that the manner in which Garda Youth Diversion Projects are established should be as open and transparent as possible in that it proactively seeks to mobilise community participation.

TEMPLATE FOR REPORTING ON COMMUNITY CONSULTATION

SECTION ONE: Community groups and agencies consulted

Community Groups

1. Community groups contacted
2. Community groups finally consulted
3. Method of consultation
 - Questionnaire
 - Phone call
 - Meeting with group
 - Meeting with individuals from community group (list their roles)
 - Community forum/open meeting
4. Outcome

Agencies

1. Agencies contacted
2. Agencies finally consulted
3. Method of consultation
 - Questionnaire
 - Phone call
 - Meeting with agency
 - Meeting with individuals from the agency (list their roles)
 - Open meeting
4. Outcome

SECTION TWO: Individuals and young people consulted

Individuals

1. Number of individuals not attached to community group/agency consulted
2. Description of their interest
 - Parent
 - Resident
 - Other
3. Method of consultation
 - Questionnaire
 - Phone call
 - Meeting with individuals
 - Community forum/open meeting

4. Outcome

Young people

1. Number of young people consulted
2. Description of young people consulted
 - Target group of project
 - In youth group/project
 - Consulted in local schools
3. Possible methods of consultation
 - Questionnaire
 - Phone call
 - Meeting with group
 - Meeting with individuals from youth groups/projects/schools
 - Meeting with individuals not attached to a group/project
 - Community forum/open meeting
4. Outcome

GUIDELINE 5

Pre-establishment phase: Memorandum of Understanding

A memorandum of understanding will be drawn up outlining the roles and responsibilities each stakeholder has in relation to the establishment, operation, administration and monitoring of the project.

Within the proposal for funding submitted to Garda Community Relations Section, applicants will be required to include one Memorandum of Understanding that has been developed and agreed by all key stakeholders. This memorandum is not intended as a legal contract but is a statement of a shared understanding and agreed way of working among each of the key stakeholders. This document should include information under the following headings and must be developed in accordance with the guidelines:

- Identification of key stakeholders, e.g., name of local Garda Station/Regional Youth Service/community groups involved with the Garda Youth Diversion Project;
- Purpose and function of the memorandum of understanding, i.e., to outline clearly the roles and responsibilities of the key stakeholders and methods of interagency co-operation;
- Structures, i.e., outline of key structures for interagency co-operation including committees, who is responsible for the monitoring and evaluation of the project and methods of planning;
- Management structures;
- Financial management, i.e., who is responsible for the financial management of the project;
- Communication and reporting structures between the key stakeholders;
- Maintenance, i.e., the methods and frequency the memorandum of understanding will be reviewed; and
- Resources and methods of collaboration.

Background

The purpose of the memorandum of understanding is to ensure that all key stakeholders have a clear understanding of their roles and responsibilities in relation to the Garda Youth Diversion Project. Clarifying roles and responsibilities among key stakeholders is good practice in that it ensures stakeholders have realistic expectations of each other.

In addition reviewing the memorandum of understanding is equally important. As a project develops and becomes more established in the area, so too may the methods of collaboration and support between agencies/groups in the area.

GUIDELINE 6

Pre-establishment phase: employer and legal structure

The employer of the project co-ordinator and the legal structure of the project will be identified at the pre-establishment stage of the application process.

Within the proposal for funding submitted to Garda Community Relations Section, applicants will be required to identify the body that will be responsible for employing the project co-ordinator and administering the project at a management level. First of all it will be necessary for the applicants to identify the legal structure the project will be attached to, keeping in mind that the youth organisation/employer chosen should be an independent legal entity, for example:

1. As part of a non-profit organisation, for example, a voluntary youth service provider;
2. As part of a statutory agency, for example, the City of Dublin Youth Service Board;
3. As a company limited by guarantee; or
4. As a charitable trust/foundation.

It is recommended that qualified legal personnel be consulted to determine which legal structure will work best for the particular situation. Applicants should note that it is preferable when deciding on both the legal structure and the youth organisation/employer, to consider if possible attaching the project to a strong local presence already involved in youth service provision in the catchment area. An example of this is to place the project within a non-profit organisation like a youth organisation or community group operating in the area. The benefits of this are that an existing non-profit organisation may have the needed facilities and infrastructure in place and it is likely that it already has the programmes, services, equipment and knowledge in place for the project to draw upon.

While there are benefits to this arrangement, selecting the appropriate partner can be a difficult task. The following are questions that should be considered when deciding if it would be of benefit to place the project within a specific existing organisation:

- How do youth in the area perceive this organisation?
- How does the community perceive this organisation?
- Will the community see the benefits of this collaboration such as less duplication and better use of resources?
- What input/experience can the organisation offer regarding management,

programmes, monitoring and evaluation?

- Is the organisation open to working with local Gardaí on an ongoing basis, on committees etc?
- Does the organisation share the goals, objectives and vision for the Garda Youth Diversion Project?
- Is the organisation committed to the growth and development of the project?
- Will a lower percentage of the funding go to management and administration than if a different option was chosen?

Once the legal structure is identified the employer of the project co-ordinator will follow from that structure. If it is decided to locate the project within an existing organisation, that organisation will be the employing body. If it is a limited company, the limited company will be the employing body and so on.

Background

As outlined in guideline 3, interested parties must identify the legal structure of the project prior to seeking funding for its establishment. The legal structure and the youth organisation/employer chosen may impact on the operation of the project. Careful consideration should be given to this stage of the process. If there is an existing structure in the area, bringing in an outside party or creating a new structure may create feelings of mistrust. This may hamper the development of the project and prevent it becoming a meaningful part of the community. In this context it is recommended that applicants should seek to develop new structures or contract outside parties only after an exhaustive process of consultation with existing youth service providers in the area.

GUIDELINE 7

Pre-establishment phase: co-ordinator's job description

The job description of the project co-ordinator will be outlined at the pre-establishment phase of the application process.

A clear job description for the co-ordinator and any other staff⁴ connected with the project should be outlined prior to the employment of the co-ordinator. The job description should outline clearly all the roles and responsibilities of the project co-ordinator and any other staff.

The following are examples of core elements that should be included in the project co-ordinator's job description:

- To implement programmes and activities approved by the project committee in the catchment area;
- To identify and engage participants in the project;
- To assist participants to develop an individual set of goals for their time with the project;
- To act as a link between the participants and agencies;
- To report to the project committee and attend the project and referral assessment committee meetings; and
- To take part in ongoing approved training for developing the Garda Youth Diversion Project.

Background

It is good practice to ensure that employees have a clear job description outlining the roles and responsibilities of a post. While there are certain core elements that are common to the post of project co-ordinator it would be difficult to reflect the ethos and local needs of each organisation and locality in a common job description.

⁴The term staff is inclusive of full/part-time workers, sessional youth workers and volunteers who are connected to the project.

GUIDELINE 8

Pre-establishment phase: catchment area

The catchment area that the project will operate within will be identified at the pre-establishment phase of the application process.

The project catchment area should be chosen in consultation with all key stakeholders and community groups and the following should be kept in mind when considering the size and location of the project catchment area.

Size of catchment area

The size of the catchment area should be chosen carefully to ensure that the project is sustainable over time. If the area is too big, it will be difficult to focus the project actions or provide a response to the young people or community.

Location of the catchment area

The choice of catchment area should reflect local need and be chosen after reviewing the incidence of youth crime in the wider area and the Garda Juvenile Diversion Programme statistics.

Natural boundaries

Consider the natural boundaries of an area and choose a catchment area that will make 'geographical sense' to both the young people and the community.

Garda districts

If the catchment area spans different Garda districts, one station should be chosen as a key stakeholder (where the project treasurer is stationed), with representatives from other stations on the referral assessment committee (community Garda or JLO) to aid with the selection of participants (see establishment guideline 10)

Background

It is important to choose the catchment area carefully so as to ensure that the project target group is catered for. In addition, it is important that the area chosen is not so large that it impedes the development of the project. It is also important to consider the natural boundaries of an area so as to ensure that this will not contribute to problems in

engaging participants at a later date (see also operation guideline 11).

If a project catchment area covers more than one Garda district, for practical reasons it is necessary to identify one station as the key stakeholder. Equally for practical reasons it is not necessary for representatives from each Garda station to sit on the project committee. However, it is necessary for Gardaí from other districts covering the catchment area to be on the referral assessment committee in order to assist with the selection of participants.

GUIDELINE 9

Project Structure

Each project will have a Project Committee responsible for advising, approving, monitoring and evaluating the project strategy.

The project committee will be consultative and will be responsible for determining the direction of the project and setting project targets. Its function will be to consider and approve all aspects of the operation of the project including the annual budget, annual plan and the programme of the project. The committee will be responsible for monitoring the implementation of project actions (see also administration guidelines 8 and 9, operation guideline 9 and monitoring guideline 4) and evaluating the project outcomes at a local level (see also monitoring guideline 6). The co-ordinator will attend each project committee meeting and report on the progress of the project at each meeting.

Roles and responsibilities of the project committee

Youth organisation/employer

The role of the youth organisation/employer is to chair the project committee meetings and be responsible for developing proposals for expenditure and project programmes and activities presented to the project committee for approval by the project co-ordinator (see also administration guidelines 3 and 4)

Project Treasurer

The project treasurer is responsible for issuing cheques for project expenditure from the project account and financial recording and reporting of the project expenditure. It is the responsibility of the project treasurer to ensure that all reports are submitted on time to the relevant parties.

Community Representatives

The role of the community representatives is to provide a link between the project and the local community and to advise on the project actions. Community representatives should ensure that issues arising in the community in relation to youth crime or the project actions are fed back to the project committee. Community representatives should be nominated by and feed back to local community groups and be aware of issues affecting young people in the area.

Project co-ordinator

The project co-ordinator will be responsible for presenting the proposed project plan for consideration and approval by the project committee. Once approved, the project co-ordinator will be responsible for implementing the project actions under the supervision of the youth organisation/employer and implementation will be reviewed by the project committee on a quarterly basis.

Additional membership

The role of additional members from local agencies is to provide a link between the agency and the project and to advise on the project actions. Representatives should ensure that issues arising in their agency or in the community in relation to youth crime or project actions are fed back to the project committee. This should enable co-operation between the agencies in relation to the participants.

Composition of Committee

1. The project committee should consist of a maximum of twelve members including the Chairperson;
2. The membership must include the project treasurer, a representative from the youth organisation/employer and representatives from the community; and
3. The remaining membership may be drawn from the Probation and Welfare Service and local agencies, community groups, schools or other youth groups operating in the catchment area (voluntary or otherwise).

Background

This guideline provides clarity on how the project committees should operate at local level and defines the roles and responsibilities of project committees. The membership, roles and responsibilities of the project committee were decided on the basis that the Gardaí represent the Department of Justice, Equality and Law Reform at local level and hold responsibility for administering the finance at local level. The project manager holds responsibility for managing the project co-ordinator on a day-to-day basis and acts as a representative of the youth organisation/employer (where the employer is not a limited company).

GUIDELINE 10

Project Structure

Each project will set up a Referral Assessment Committee.

Each project will have a referral assessment committee. Members of the referrals committee can make referrals onto the project and will also consider referrals made from other sources, e.g. social workers, schools, residents and the project committee.

Roles and responsibilities of the Referral Assessment Committee

The role of this committee will be to process referrals, monitor and evaluate the progress of project participants and report this progress to the project participants and project committee (see also operation guideline no. 11).

The referral assessment committee will be responsible for

- Recording and processing all referrals and determining whether it is suitable and appropriate for a young person to be included on the project;
- Reviewing and reporting the progress of participants to the project committee on a quarterly basis; and
- Compiling reports to be submitted to Garda Community Relations Section by the designated deadline.

The referral assessment committee may need to meet monthly (or more frequently) in the initial stages of the project but can meet on a quarterly basis once the project is up and running.

Composition of committee

This committee will be made up of at least the local JLO, the project co-ordinator and a Probation and Welfare Officer (where possible and appropriate). Additional membership can be decided at local level as deemed appropriate and members should be included only if there is a specific purpose for their being included in the referral assessment committee (see also establishment guideline 8). Membership of this committee should be minimal and not exceed four people⁵ so as to ensure confidentiality (see also monitoring guideline 7).

Background

In order to ensure that appropriate referrals are made, a specific committee is needed to ensure referrals are processed efficiently and client confidentiality is protected by qualified personnel.

GUIDELINE 11

Proposal for funding

A standard template will be used for the funding proposal at the end of the pre-establishment phase.

At the end of the pre-establishment phase the applicants should have all the information required to complete the funding proposal for submission to the Chief Superintendent of the Garda Community Relations Section.

A standard template is used to ensure that standardised information is submitted from all applicants. Each proposal will include information under the headings below:

TEMPLATE FOR THE FUNDING PROPOSAL

1. Proposed name of project and catchment area;
2. List of key stakeholders, i.e., local Garda personnel, agencies/organisations, community groups and individuals involved in the process;
3. Summary of the pre-establishment phase:
 - Community safety audit;
 - Report on consultation;
 - Current and future resources available in the area;
 - Local infrastructure (e.g., local Garda resources, physical facilities etc.); and
 - Community profile including details of similar initiatives in the area and proposed collaboration and inter-agency co-operations;
4. Outline of legal structure and name of employer;
5. Membership of project committee and referral assessment committee;
6. Memorandum of understanding between all major stakeholders and statement of the roles and responsibilities of the project members;
7. Mission statement, aims and objectives of the project. These should be developed in line with Garda Youth Diversion Project guidelines;
8. Garda Youth Diversion Project Plan, i.e., proposed strategy including length of induction period (see operation guideline no. 1), activities/programmes and desired/expected outcomes;
9. Annual budget outlining pay costs and non-pay costs for first year;
10. Proposed location of the project: This can be either the proposed location that the project will operate out of (office and location of group work) or an initial location with an identified second location to base the project when it is up and running;
11. Staff supports available (e.g. supervision and administration); and
12. Child protection procedures and equality policies.

Section two: **Operation of Garda Youth Diversion Projects**

Introduction

This section provides fourteen guidelines on the operation of a Garda Youth Diversion Project. The fourteen guidelines offer guidance within which Garda Youth Diversion Projects should operate. The guidelines cover the following areas:

- Induction;
- Project staff;
- Participation, project participants and target group;
- Referrals;
- Project activities and programmes;
- Policy statements; and
- Profile of the project in the local Garda station.

The guidelines do not give specific instruction on the numbers that projects should cater for. Rather than identify a maximum or minimum capacity the emphasis is more on the quality of the work done and the project's ability to engage with the young people rather than on having large numbers of young people on the books of the project.

In addition, although the exact activities undertaken by projects should be decided at local level, the implementation of the project plan should be in line with the comprehensive guidelines and good practice principles.

The guidelines do not outline specific project policies in relation to staff safety and parental involvement and child protection etc. While there is national guidance on child protection issues¹, there is no such guidance on outreach work or family involvement that is suitable to Garda Youth Diversion Projects. An example of policy on staff safety that could be adopted is the introduction of a 'checking in' procedure while conducting house calls or doing outreach work. This is where each project co-ordinator has a mobile phone when calling to a participant's home and where a house call is never made without a designated staff member knowing of it in advance. The co-ordinator may arrange to be telephoned after an agreed time period to ensure assistance is not required or they may arrange to contact the staff member when they are leaving the house and then again when they return home (when it involves evening work).

In addition the issue of family involvement has been left open for project interpretation.

This issue is critical for the operation of the projects. While it is difficult for projects to work effectively with a young person without contact or assistance from the family, the project may end up in a supportive capacity to the family when this is not their remit.

Guideline thirteen outlines the dialogue and promotion of the project in the local Garda station and Garda involvement on the referral assessment committee is laid out in guideline eleven. The role of An Garda Síochána is discharged by Divisional/District personnel at local level and through Garda Community Relations Section at organisational level. As detailed in the introduction to the Monitoring Section, all correspondence pertaining to finance and operation of the project will be routed through the Chief Superintendent, Garda Community Relations Section for onward transmission to the Department of Justice, Equality and Law Reform. An Garda Síochána have also developed a Policy Directive for Garda involvement at local level which includes the following operational principles:

1. The development of Garda Youth Diversion Projects through active participation in the project committee;
2. Support for the project co-ordinator by sharing information and participation in the project activities. This participation will involve regular interaction between local Gardaí and project participants where appropriate and the placement of student Gardaí with projects;
3. Identification and referral of young people;
4. Management of project funds as outlined in the guidelines;
5. Application for funding and renewal of funding applications in conjunction with local stakeholders; and
6. Submission of the annual report through the appropriate Garda channels.²

In addition to the above an issue raised that may require further discussion at national level is the issue of the involvement of student Gardaí and local Gardaí in the projects. Garda participation does not need to be limited to the community section of the local station, but can involve other local Gardaí who are interested in participating.

² Reproduced from 'An Garda Síochána Special Projects Policy Directive'

Summary of Operation Guidelines

GUIDELINE 1

Induction period

All projects when starting should have an induction period prior to young people being introduced to the project.

GUIDELINE 2

Project Staff: Number of Staff

All projects will be staffed by at least one project co-ordinator. It will be the responsibility of the youth organisation/employer to ensure that the project co-ordinator is suitably accompanied by at least one other responsible adult during activity sessions.

GUIDELINE 3

Participation

Participation in a Garda Youth Diversion Project is voluntary.

GUIDELINE 4

Project Participants: Age

The optimum age for participation in the Garda Youth Diversion Projects is 12-17 years of age. Participation of young people younger/older than this will be at the discretion of the Referral Assessment Committee.

GUIDELINE 5

Project Participants: Primary Target group

The primary project target group, which forms the majority of project participants, is young people who have entered the Garda Juvenile Diversion Programme and are considered at risk of remaining within the justice system.

GUIDELINE 6

Project Participants: Secondary Target group

The secondary project target group are young people who, although they have not been referred directly by the Juvenile Liaison Officer, have come to the attention of the Gardaí, the community or local agencies as a result of their behaviour and are considered at risk of entering the justice system at a future date.

GUIDELINE 7

Project Participants: Numbers

The total number of participants on the project should be kept to an optimum level so as to ensure meaningful intervention with the project participants.

GUIDELINE 8

Project activities

The project activities that include participants outside of the primary and secondary target groups should

always have a Garda Youth Diversion Project strategic purpose or a specific crime prevention purpose.

GUIDELINE 9
Programmes and activities

All project programmes/activities/actions should be considered and approved by the project committee annually and reviewed quarterly ensuring that the content and implementation of the plan is based on core programme principles.

GUIDELINE 10
Project staff

It is the responsibility of the youth organisation/ employer to ensure that all project staff are suitable to work with the project target groups and have access to and receive up to date training relevant to their work with the project.

GUIDELINE 11
Referral Assessment Committee

The Referral Assessment Committee will operate standard referral procedures and maintain records on the number and progress of participants and report to the project committee on a quarterly basis.

GUIDELINE 12
Project policy statements

Each project should develop key operational policy statements based on national guidelines or on good practice principles in relation to:

- Child protection and health and safety;
- The involvement/contribution of parents/guardians and families; and
- Outreach work, visits to young people's homes and staff safety.

GUIDELINE 13
Profile of the project in the Garda station

The project, in collaboration with the local Garda Superintendent (or Garda Inspector if appropriate), should develop a strategy to ensure there is an awareness of the project amongst the local members of An Garda Síochána.

GUIDELINE 14
Annual conference and co-ordinators seminar

Garda Community Relations Section will be responsible for organising a national conference for the project committees and an annual two-day seminar for project co-ordinators and staff.

GUIDELINE 1

Induction period

All projects when starting should have an induction period prior to young people being introduced to the project.

The induction period will allow the project co-ordinator to become familiar with the project catchment area and the local community groups and agencies servicing the area. The length of the induction period may vary, depending on the project co-ordinator's knowledge of the area and experience. The length of the induction period should be included in the first annual plan (see establishment guideline no. 11).

This period should be used for:

- Meeting any training needs of the project co-ordinator and project committee;
- Revising the project annual plan if necessary;
- Ensuring the location for the project group work (and office) is equipped and suitable for use;
- Setting up monitoring and evaluation procedures (see monitoring guidelines); and
- Identifying the initial project participants.

In addition, the induction period should include:

- At least two planning days for the project committee; and
- Placement of project co-ordinator in an established Garda Youth Diversion Project.

Background

It is advisable to take some time at the beginning of a new project to set up procedures and develop contacts with the local agencies and community groups. Once the project is up and running it may be difficult to find time to do this. The length of the induction period may vary and depends mainly on the project co-ordinator and the degree of planning carried out in the pre-establishment phase.

GUIDELINE 2

Project Staff: Number of Staff

All projects will be staffed by at least one project co-ordinator. It will be the responsibility of the youth organisation/employer to ensure that the project co-ordinator is suitably accompanied by at least one other responsible adult during activity sessions.

Each project will have at least one project co-ordinator. In addition, having regard to good practice for the protection of children there will be at least one other responsible adult accompanying staff as a safeguarding technique.³

The following are some suggestions as to how projects can address the issue of additional responsible adult(s):

1. Additional responsible adult(s) may be from the wider youth organisation/ employer brought in on a sessional basis;
2. The project could decide to avail of someone on a sessional basis who is paid according to the hours spent with the project (to be included in the annual budget);
3. The project could avail of trusted volunteers to assist with project groups.

Due regard should be given to the most cost-effective arrangement for the project. When projects consider what approach they will take, the following should be taken into account:

1. Projects should ensure the second 'responsible adult' is suitable to work with the group in question, i.e. has relevant experience/training;
2. Since a large part of the successful work done with young people is attributed to the relationship young people have with project workers, projects should attempt to choose the option that will allow for maximum continuity; and
3. Project should also take into consideration the importance (but not the necessity) of a gender balance in facilitators.

³See: Ireland (2002) *Code of Good Practice, Child protection for the Youth Work Sector*, Ireland: Department of Education and Science, and Ireland (2002) *Our duty to care: the principles of good practice for the protection of children*, Dublin: Department of Health and Children

GUIDELINE 3

Participation

Participation in a Garda Youth Diversion Project is voluntary.

Young people who participate in the project do so voluntarily. A young person cannot be directed by the courts to participate in the project nor should participation be a condition of supervision.

Background

Young people make a positive effort in youth crime prevention work where they participate voluntarily. Some research evidence examined also suggested that interventions not mediated by courts and located in a community context with local volunteers were more effective at reducing re-arrest than court sanctioned counselling. In addition, there is broad consensus amongst youth service providers, practitioners and other stakeholders that participation should remain voluntary.

GUIDELINE 4

Project Participants: Age

The optimum age for participation in the Garda Youth Diversion Projects is 12-17 years of age. Participation of young people younger/older than this will be at the discretion of the Referral Assessment Committee.

The optimum age for participation in a Garda Youth Diversion Project is 12-17 years of age. It is important to note that once included in the project, a participant should not be excluded immediately at eighteen years if further intervention is required or deemed appropriate. Due consideration should be given to progressing the participant to appropriate services if required. Equally, those under the age of twelve years who come to the attention of the project should be progressed to the appropriate agency or service in the locality if possible. Their participation in the project will be left to the discretion of the referral assessment committee

Pending the enactment of the Children Act, 2001 (part one, section 3) and the provision of appropriate services by the Departments of Education and Science and Health and Children young people under the age of twelve years may be included in Garda Youth Diversion Projects although priority should be given to those between the ages of twelve and seventeen years.

Background

The Children Act, 2001 (part 1, section 3) defines a child as 'a person under the age of 18 years'. The Act also provides for the raising of the age of criminal responsibility to 12 years. All children aged less than twelve years old cannot therefore be held criminally responsible for their actions after the section is enacted.

Services for young people under twelve years of age come within the remit of the Departments of Education and Science and Health and Children. The Health Boards are responsible for the welfare and protection of children under the Childcare Act, 1991 and the Children Act, 2001.

GUIDELINE 5

Project Participants: Primary Target Group

The primary project target group, which forms the majority of project participants, is young people who have entered the Garda Juvenile Diversion Programme and are considered at risk of remaining within the justice system.

The primary source of referrals of young people onto the project is to be the Garda Juvenile Diversion Programme. Therefore, each young person who comes to the attention of the JLO will be considered for referral to a Garda Youth Diversion Project.

It is the role of the referral assessment committee to consider who is suitable for further intervention and inclusion in a Garda Youth Diversion Project. Priority will be given to those who, due to their life circumstances and behaviour in the community, are considered less likely to be diverted from crime by means of a caution and may benefit from further intervention.

Not all young people who enter the Garda Juvenile Diversion Programme will be suitable to participate in a Garda Youth Diversion Project. Whether or not a young person participates in the project is a decision made at the level of the referral assessment committee and will depend on the life circumstances and needs of the individual young person.

Background

What is apparent from the research is that a young person who is diverted from entering the justice system at an early stage is less likely to enter it at a later stage. Research into youth crime and diversionary schemes indicate that a large number of young people who have come into contact with the police, once cautioned, have not re-offended.

The research advises us that further intervention with this group of young people may have a negative effect on their behaviour. In other words, further intervention (i.e., any work carried out by the project with a young person or group) after cautioning may cancel out the diversionary effect of the caution.

The proportion who are more likely to remain in the justice system into adulthood, i.e. those whom the caution is unlikely to divert, are the primary target group of the project. It is recommended that suitability is determined at the level of the referral assessment committee. The referral assessment committee should follow good case management procedures in identifying those 'at risk' and in assessing a young person's current level of social support (i.e., based on risk and protection factors).

GUIDELINE 6

Project Participants: Secondary Target Group

The secondary project target group are young people who, although they have not been referred directly by the Juvenile Liaison Officer, have come to the attention of the Gardaí, the community or local agencies as a result of their behaviour and are considered at risk of entering the justice system at a future date.

The secondary target group are young people who, although they have not been officially cautioned by the JLO, are causing concern or are engaged in anti-social behaviour in the community. This group of young people would be those who, as a result of their life circumstances or peer group, are considered at risk of entering the justice system at a later date (see operation guideline no. 11).

Background

There are young people who have been included in the Garda Juvenile Diversion Programme who may not be considered appropriate to participate on the Garda Youth Diversion Project. Similarly there are young people who, although they have not been included on the Garda Juvenile Diversion Programme, the community see as ‘trouble makers’. These young people are usually known to local agencies and possibly the local Gardaí and may positively benefit from inclusion in the Garda Youth Diversion Project.

GUIDELINE 7

Project Participants: Numbers

The number of participants on the project should be kept to an optimum level so as to ensure meaningful intervention with the project participants.

The number of young people that each project can include will differ depending on local circumstances and resources. When deciding on how many young people the project will cater for a number of factors should be taken into consideration, for example, needs of the participants and staff levels and resources. Each of these factors will determine the number of participants the project can cater for. However, it is recommended that staff : participant ratio should be no more than 1:4, where the participants require a high level intervention.

The following are examples of how certain factors may influence the decision that is made at a local level.

1. The staff : participant ratio will determine:
 - The numbers in each group;
 - The number of groups the project can cater for;
 - Level of individual contact time; and
 - The number of participants that the project can cater for without affecting the quality of work.

2. Individual circumstances of each participant, i.e., the needs and life circumstances of the young people participating in project groups will determine:
 - Intensity of intervention required;
 - Frequency of involvement needed for each individual/group;
 - Level of individual contact time needed; and
 - Contact hours per participant/group per week.

3. Resources available to the project; i.e., human resources, premises and community groups and agencies will determine:
 - The number of participants in each group, i.e., the number that can be safely catered for in the premises available for group work, in addition to a satisfactory staff : participant ratio;
 - Level of individual work, i.e., the availability of a suitable space to meet with young people on an individual basis;
 - The number of groups the project can cater for; i.e., the availability of suitable

adults to accompany the project co-ordinator in delivering groups; and

- Intensity of the intervention; i.e., this may be determined by the availability of complementary services in the locality. It may be possible for the project to co-ordinate with a similar service in addressing the needs of the young person thereby reducing the intensity of the intervention by the project co-ordinator.

Background

The project's focus should be on the quality of the work/intervention with the project participants, rather than on the quantity of participants. Since the resources available to the project will differ at local level, it is essential that projects determine their own capacity based on the resources available to them.

Similarly the needs of the young people participating on the project will differ from time to time. It will be necessary for projects to continually review their capacity based on the needs of the young people involved. Projects should also keep in mind that the majority of the project participants are to be from the primary target group.

GUIDELINE 8

Project activities

The project activities that include participants outside of the primary and secondary target groups should always have a Garda Youth Diversion Project strategic purpose or a specific crime prevention purpose.

While the project target groups are the primary focus of the project, projects may wish to include young people outside of the primary and secondary target groups for strategic purposes. The following are some of the reasons that this may be decided;

1. Friends of a young person referred from the Garda Juvenile Diversion Programme;
2. Young people who are targeted to introduce a balance into a group and provide a positive peer influence; or
3. Young people whose participation will encourage the participation of a young person who has been referred.

While it is important to have a balance in the project groups, preference must be given to those who are in the primary and secondary project target groups. In these circumstances it is important that the project referral assessment committee monitors their inclusion and ensures that it does not have a negative effect on the participation of the project target groups or that the majority of participants be drawn from outside the target groups (see monitoring guideline 5).

In addition, activities such as a 'drop-in', 'one-off' activities or summer programmes should only be undertaken when they are part of a continuum of activities and where they have a clear strategic purpose. These activities are useful where they are a means to engage a particular group or individual within the project target groups or as a point of additional contact with project participants. For example, while 100 young people may be involved in a month long summer programme, the project may use this opportunity to develop a relationship with smaller groups of young people to be engaged in more intensive programmes later on.

Similarly if the project is involved in a 'drop-in', it should remain involved only in so far as the activity can be justified as a point of contact or as an opportunity for additional contact with the project participants. 'Drop in'/'one-off' events or summer programmes should not remove the focus from the core crime prevention work of the Garda Youth Diversion Project.

Background

Garda Youth Diversion Projects have a specific purpose, that is, to divert young people away from involvement with the criminal justice system. It follows that all actions of the project must have as their premise a preventative purpose. It is recognised that for strategic purposes projects may need to become involved with young people outside their target group on a limited basis. This guideline allows for projects to be flexible and innovative in how they target and engage young people while ensuring that they remain focused on the original project remit.

GUIDELINE 9

Programmes and activities

All project programmes/activities/actions should be considered and approved by the project committee annually and reviewed quarterly ensuring that the content and implementation of the plan is based on core programme principles.

The project plan should be considered and approved by the project committee and reviewed on a quarterly basis. While the content of the project plan should be developed at local level, activities should be chosen in line with the comprehensive guidelines. The following are some of the core programme principles that will be adopted by project committees:

- Young people will be involved in the planning and evaluation process;
- Each programme/activity/action will have objectives and outcomes that are measurable (see monitoring section);
- The project activities will be reviewed on a quarterly basis (see establishment 9);
- All project participants in conjunction with the project co-ordinator will establish short-term goals for their time with the project;
- The project will have structures in place before the project commences work with young people. For example, each project will operate out of a suitable and permanent base/location⁴ that has minimum levels of equipment required to operate the project;
- All premises used for group work should be in line with national health and safety standards (see operation 12); and
- All persons connected to the project will at all times respect the privacy of the young people participating and will treat all information about the project participants with the utmost confidentiality.

Background

Although the exact activities undertaken by the projects should be decided at local level, the implementation of the project plan should be in line with both the comprehensive guidelines and good practice principles.

GUIDELINE 10

Project Staff

It is the responsibility of the youth organisation/employer to ensure that all project staff⁵ are suitable to work with the project target groups and have access to and receive up to date training relevant to their work with the project.

All those who have direct contact with the young people participating on the project (including volunteers) will have to be deemed suitable by employing agencies or project committees, for example, have experience working with the project target group.

Training

In addition all project workers should receive ongoing training relevant to their position, for example, training in child protection guidelines. Youth organisations/employers will be responsible for providing in-service training and details of such should be included in the annual report.

To contribute to the knowledge and experience of project workers, a training budget may be included in the annual budget if it is necessary, to allow for co-ordinators to attend conferences and seminars, details of which should be included in the annual report. In addition projects should budget for or pursue funding for study visits to similar projects.

Part time workers and volunteers

Continuity of group facilitators is crucial to project success. For this reason it is important to have a commitment of at least six months from any volunteer or part-time sessional worker. This may not be possible in the case of student Gardaí on placement with the project. In this case the appropriateness of their participation with project groups should be considered and approved by the project committee at local level.

Background

The target group of Garda Youth Diversion Projects are a vulnerable group in society and it is vital that those who work directly with them have the knowledge and experience to carry out the work in a responsible and professional manner. Equally it is important that project workers receive ongoing training relevant to their position, which will contribute to the pursuit of innovative and up to date practices.

⁵The term staff is inclusive of the project co-ordinator, full/part-time workers, sessional youth workers and volunteers, essentially any 'responsible adult' deemed suitable to accompany the project co-ordinator during group work.

Another suggestion for ensuring that staff are suitable to work with young people is to carry out a Garda security check on each member of staff. Unfortunately at the time of writing the guidelines this was not possible. However the issue has been noted for discussion at the National Advisory Committee.

GUIDELINE 11

Referral Assessment committee

The Referral Assessment Committee will operate standard referral procedures and maintain records on the number and progress of participants and report to the project committee on a quarterly basis.

Referral procedure

Those referring young people to the project will complete a referral form, developed at local level, for consideration by the referral assessment committee. If it is a case of self-referral the young person should complete the form with the assistance of the project co-ordinator or appropriate adult. The referral assessment committee will then consider the referrals on a case-by-case basis. All new participants must come from the project catchment area. However, the referral assessment committee should keep a record of any referrals made from outside of the catchment area and review the location of the catchment area on an annual basis. If it is found that there are more new referrals coming from a neighbouring area, changing the location (not the size) of the project catchment area should be considered.

The committee will also be responsible for reviewing the progression of the project participants on a quarterly basis and submitting a general report to the project committee. This report should respect the privacy of the participants and should not include any identifying information, i.e., names or addresses.

Criteria for participation

The following should be taken into consideration when identifying project participants from the primary and secondary target groups (see operation guidelines 5 and 6):

1. Poor school attendance/early school leaving;
 2. Offending behaviour/offending peer group;
 3. Known to the JLO/local Gardaí;
 4. Alcohol/drug use;
 5. Family involvement in crime; and
 6. Difficult relationship with parents/authority figures.
- (See also monitoring section and Appendices C & D.)

GUIDELINE 12

Project Policy Statements

Each project should develop key operational policy statements based on national guidelines or on good practice principles in relation to:

- *Child protection and health and safety;*
- *The involvement/contribution of parents/guardians and families; and*
- *Outreach work, visits to young people's homes and staff safety.*

Child protection, and health and safety

Each project should develop a policy statement on child protection and health and safety based on the national guidelines. This should include the procedure for reporting a personal disclosure of any kind made by a young person to project staff.

Involvement/contribution of parents/guardians/families, outreach work, visits to homes and staff safety

Each project should develop a policy statement on the involvement/contribution of parents/guardians and families. This should outline the level the project engages with parents/guardians and families and the role of the family in the overall operation of the project. Projects should be aware of the local support services available for parents/guardians and may wish to gather a list of local services that parents/guardians and families can be referred to for support. Similarly projects should develop a statement on outreach work, visits to homes and staff safety in line with good practice and national guidelines where possible.

Projects should develop their own operational policy statements or adopt those of the youth organisation/employer provided they are in line with the ethos of the Garda Youth Diversion Project guidelines.

GUIDELINE 13

Profile of the project in the Garda station

The project, in collaboration with the local Garda Superintendent (or Garda Inspector if appropriate), should develop a strategy to ensure there is an awareness of the project amongst the local members of An Garda Síochána.

A strategy should be developed at local level to ensure that all local members of An Garda Síochána are aware that the project is in place and have an understanding of the purpose, scope and role of the Garda Youth Diversion Project as a youth crime prevention initiative. As outlined in the introduction the role of An Garda Síochána is discharged by Divisional/District personnel at local level and through Garda Community Relations Section at organisational level. Since local circumstances may differ from station to station, the strategy used to raise awareness of the Garda Youth Diversion Project in the local Garda station should be decided at local level.

The following are some examples of how awareness of the project can be raised in the local Garda Station:

- Posters displayed in the Garda Station;
- Project Referral forms available in the Garda Station; and/or
- The project co-ordinator to be available at a regular time in the local Garda Station.

The methods adopted by the project at local level should be recorded and then reported in the annual report under the section on co-operation and collaboration.

Background

A knowledge and understanding of the project among local members of An Garda Síochána will mean that if they come across young people who would benefit from inclusion in the project the information will be passed onto the JLO or project co-ordinator. It may also protect against contradictory practices being pursued by either local Gardaí or the project and contribute to preventing duplication of effort.

GUIDELINE 14

Annual conference and co-ordinators' seminar

Garda Community Relations Section will be responsible for organising a national conference for the project committees and an annual two-day seminar for project co-ordinators and staff⁶.

Representatives from the project committees will have the opportunity to attend a national conference organised by Garda Community Relations Section. Similarly staff working directly with project participants will have the opportunity to attend a two-day seminar that is organised by Garda Community Relations Section.

Garda Youth Diversion Project national conference

The conference, to be held at least every two years, will be organised by the Garda Community Relations Section and be open to at least four representatives from each project committee including the project treasurer, project co-ordinator and designated line manager (see administration guideline 4). The content of the conference should be informed by the national advisory committee and be based on a national consultation of Garda Youth Diversion Project committees. The conference should last at least two full days and should focus both on the national development of Garda Youth Diversion Projects and new developments in the field of youth crime prevention.

The purpose of the annual conference will be to:

- Offer an opportunity for representatives from the project committees to network and to share good practice between projects by reviewing and discussing the content and progress of the projects on a national basis;
- Identify and discuss common issues and difficulties;
- Review, develop and suggest national policies for the operation of Garda Youth Diversion Projects;
- Offer an opportunity for sharing good practice by inviting delegates from similar initiatives in Ireland and elsewhere; and
- Offer an opportunity to hear from key speakers in the field of youth crime prevention.

Garda Youth Diversion Project two-day seminar

The seminar, to be held at least once a year, will be organised by the Garda Community Relations Section and be open to all project co-ordinators and staff who work directly

with the project participants. The content of the seminar should be informed by the national advisory committee and be based on a national consultation of Garda Youth Diversion Project committees and regional co-ordinators groups. The seminar should last two full days and should focus on developing key skills, increasing understanding of key issues, programme ideas and good practice within Garda Youth Diversion Projects and new developments in the field of youth crime prevention.

The purpose of the two-day seminar will be to:

- Offer an opportunity for project staff to network and share good practice by discussing the content and operation of their projects;
- Offer an opportunity to improve staff skills or understanding in an identified area through training workshops (e.g., conflict management, drugs awareness etc.);
- Identify and discuss common issues and difficulties relating to the operation of the projects;
- Offer an opportunity for sharing good practice by inviting delegates from similar initiatives in Ireland and elsewhere; and
- Offer an opportunity to hear from key speakers in the field of youth crime prevention.

Background

Currently Garda Community Relations Section organise a conference and co-ordinators seminar on an annual basis. Both the conference and the seminar offer unique opportunities to share practice and develop an understanding of the issue of youth crime prevention. However, it is necessary to outline their operation and purpose within a national framework for Garda Youth Diversion Projects.

Section three:

Administration of Garda Youth Diversion Projects

Introduction

The purpose of this section is to provide guidance to project stakeholders on how the projects should be administered at a local and organisational level. The ten administration guidelines relate to the administration of project funds, financial procedures, the management of staff and compilation of reports within Garda Youth Diversion Projects.

Guidelines one to four identify the responsibilities of the stakeholders in the administration and management of projects. They relate to the administration and management of project funding, financial procedures, staff and project supports at local and organisational level. Guidelines five and six relate to the use of project funding, the process and level of funding each year. Guidelines eight to ten relate to the administration of reports, which is expanded on in the monitoring section.

Guideline seven sets out that Garda Community Relations Section will be responsible for setting up and maintaining a list of contacts for the project. In addition this guideline proposes that Garda Community Relations Section will set up a national advisory committee and regional structures for Garda Youth Diversion Projects. This issue is to be discussed further at national and organisational level in regard to the developmental needs and administrative systems required to implement projects.

One key point for discussion is what role should Garda Community Relations Section play in Garda Youth Diversion Projects. They have developed a supportive and developmental role in the past that projects have found to be beneficial. They have been responsible for organising national conferences and seminars for co-ordinators. The establishment of a national advisory committee and regional structures will enhance this developmental and supportive function.

Summary of Administration Guidelines

- GUIDELINE 1**
Administration and Management: Project Funding
- The project treasurer will be responsible for the overall administration of the project funding.
- GUIDELINE 2**
Administration and Management: Financial Procedures
- It will be the responsibility of Garda Community Relations Section to ensure that standard financial procedures are implemented.
- GUIDELINE 3**
Administration and Management: Staff
- The youth organisation/employer has overall responsibility for the staffing of the project and for all employment related issues.
- GUIDELINE 4**
Administration and management: Supports
- The youth organisation/employer will be responsible for ensuring that the project staff have access to administrative support, supervision and a designated line manager.
- GUIDELINE 5**
Project funds
- Funding may be used to cover employment related costs, insurance, expenditure for programme associated costs and rent. Funding may not be used for items such as bank charges incurred by an overdrawn account or the purchase of either a premises or a bus.
- GUIDELINE 6**
Funding approval
- All projects will receive a letter outlining the amount of funding that has been approved for that year subsequent to the receipt and approval of the annual report and audited accounts for the previous year by the Department of Justice, Equality and Law Reform.
- GUIDELINE 7**
National and regional structures
- Garda Community Relations Section will be responsible for setting up and maintaining:
- A national advisory committee;
 - regional structures; and
 - Maintaining a database of contacts for Garda Youth Diversion Projects.

GUIDELINE 8
Reporting and recording
systems: Reports

Each project will be required to submit an annual report including a proposed annual plan and budget for the following year and audited accounts compiled by an external auditor, detailing the expenditure by the project under a standard format. The report and accounts will be submitted to Garda Community Relations Section by the end of February of the following year to be forwarded to the Department of Justice, Equality and Law Reform for approval.

GUIDELINE 9
Reporting and recording
systems: Six month progress
report

The project committee will be responsible for compiling a six-month progress report generating information that can be used for local and national monitoring and evaluation.

GUIDELINE 10
Reporting and recording
systems: Financial reports

The project treasurer will submit quarterly returns on income and expenditure according to a standard template to the project committee and Garda Community Relations Section.

GUIDELINE 1

Administration and Management: Project Funding

The project treasurer will be responsible for the overall administration of the project funding.

The Department of Justice, Equality and Law Reform will forward all funds to the project treasurer for administration via Garda Community Relations Section. Project funds will be kept in a designated account and shall be disbursed by cheques made payable to the beneficiary/youth organisation/employer/project co-ordinator on production of receipts for expenditure. In the case of the youth organisation/employer, payment is to be made on a quarterly basis on production of a statement of estimated employment related expenditure. No cheque should be made out to cash.

The District Superintendent will be responsible for assigning a project treasurer. The treasurer will be a representative from the local Garda Station and shall hold rank of no lower than Inspector. The project treasurer will be responsible for compiling financial reports and submitting them to the Chief Superintendent of Garda Community Relations Section by the designated deadline.

Background

An Garda Síochána have acted as representatives of the Department of Justice, Equality and Law Reform at local level and are the appropriate funding channel for Departmental expenditure. The Department of Justice, Equality and Law Reform wish this to continue, and as such the project treasurer must be a representative of An Garda Síochána. It is recommended that the treasurer should not be below the rank of Inspector since although it is not necessary for the Chief Superintendent or Superintendent to be the project treasurer, the rank of the Project Treasurer should reflect the responsibility of administering a significant amount of public funds.

GUIDELINE 2

Administration and Management: Financial Procedures

It will be the responsibility of Garda Community Relations Section to ensure that standard financial procedures are implemented.

All projects will be required to bring methods of administering project funds into line with standard financial procedures. Garda Community Relations Section will monitor this on a quarterly and annual basis. The financial procedures of Garda Youth Diversion Projects cover three core areas:

1. Day to day expenditure of projects;
2. Programme expenditure; and
3. Employment related expenditure.

All projects should adhere to the following financial procedures:

1. Funding is received by the project treasurer and lodged in a separate project account. The project treasurer then draws on that account;
2. Two signatures should be required on all cheques;
3. At least three signatories should be assigned from the project committee one of which must be the project treasurer;
4. Projects should introduce a standard cheque requisition form to record all expenditure requests;
5. If the project operates a petty cash system, an upper limit of petty cash per month/quarter should be decided locally and a monthly petty cash report should be submitted by the project co-ordinator;
6. Youth organisations/employers should estimate the costs quarterly, receiving payment in advance and reporting retrospectively on at least a quarterly basis.

Background

Standardising the financial procedures in Garda Youth Diversion Projects is a matter of good practice and is not meant to impede the work of the project. Projects have had difficulty with accessing the signatories to sign cheques for the day-to-day expenses of the project and for larger programme expenditure. Introducing three signatories on the project chequebook should go some way towards easing the problem of accessing signatories when necessary. While one signatory must be the project treasurer it is also recommended at least one other signatory be the designated line manager.

GUIDELINE 3

Administration and management: Staff

The youth organisation/employer has overall responsibility for the staffing of the project and for all employment related issues.

The youth organisation/employer is the agency, organisation or limited company with which the project co-ordinator has a contract of employment. The youth organisation/employer will be responsible for all employment and personnel related issues including training, contracts with staff and the payments of salaries of the project co-ordinator, part-time workers and all sessional staff.

Remuneration of project co-ordinators and any full time/part-time staff should reflect the experience, qualifications and responsibility of the position of employment and in line with national pay agreements.

Youth organisations/employers will also be responsible for ensuring that the working conditions of the project staff are in line with national standards in relation to health and safety at work and that the project, its staff and participants are covered by suitable public liability insurance.

GUIDELINE 4

Administration and management supports:

The youth organisation/employer will be responsible for ensuring that the project staff have access to administrative support, supervision and a designated line manager.

Administrative support

It will be the responsibility of the youth organisation/employer to ensure that day-to-day administrative support is available to the project co-ordinator. If it is necessary to secure administrative support (e.g., access to word processing facilities) outside of the youth organisation/employer, such an arrangement should be supported by a written agreement.

Supervision and designated line manager

It will be the responsibility of the youth organisation/employer to ensure that the project co-ordinator receives monthly supervision and has access to a project manager to whom they are answerable on a daily basis.

Background

Administrative support

A lack of administrative support was a key issue raised in the consultation process. While many projects have access to such support it is not universal. There was consensus that this should be included as a guideline to ensure that all projects fulfilled this requirement. This is imperative given the higher level of reporting arising from the guidelines.

Supervision

It is good practice for staff to have access to monthly supervision as a support mechanism. The co-ordinators' survey highlighted that while most projects questioned (44 out of 64) had access to supervision, there were a number of projects that did not and others which had accessed external supervision. If suitable supervision is not available within the youth organisation/employer it should be accessed outside with the cost incorporated into the annual budget.

Designated line manager

The co-ordinators' survey also highlighted that not all project co-ordinators have access to a project manager. This would appear contrary to good practice and accountability. It is suggested therefore that it be included in the guidelines to ensure that all project co-ordinators are under the supervision of a designated line manager.

GUIDELINE 5

Project Funds

Funding may be used to cover employment related costs, insurance, expenditure for programme associated costs and rent. Funding may not be used for items such as bank charges incurred by an overdrawn account or the purchase of either a premises or a bus.

The Department of Justice, Equality and Law Reform have stated that funding may be used to cover all costs related to the management and operation of the project. However, projects should ensure that the project account remains in credit at all times, as funding may not be used to cover bank charges incurred on overdrawn accounts.

Department of Justice, Equality and Law Reform funds are for current expenditure and may not be used to purchase substantial capital items such as premises or a bus.

Funding may also be used to fund collaboration between the Garda Youth Diversion Project and a similar group. However, in this case a proposal for collaboration should be included in the annual report referring to the objectives, proposed outcomes and details of the strategic purpose of the venture (see operation guideline 8).

Up to 10% of project funding can be utilised for collaboration with other projects. Collaboration with other projects can include a joint venture (e.g., involvement in a parade/summer programme), the supply of 'teaching hours' or the purchase of equipment that is to be used communally. It also includes the use of project funds to assist with ventures that are beneficial to the operation of the project, for example, providing 'one off' funding to a club that the participants may be involved with and without which funding the club could not operate (i.e., after all other sources have been exhausted). All collaborations should have clear aims and objectives and a statement of how the expenditure benefits the Garda Youth Diversion Project and fits with the crime prevention purpose of the project should be included in the Annual Report.

A plan of proposed collaboration should appear in the annual plan at the start of each year. The direct benefits to the project must be identifiable and measurable and outcomes are to be included in the annual report.

Background

It was clear from the consultation process that stakeholders wanted clarity on what funding secured from the Department of Justice, Equality and Law Reform may be spent

on. Previously projects were allowed to donate up to 10% of their budget to youth and community projects. However, this process has been seen as problematic and a review of this practice was seen as necessary.

GUIDELINE 6

Funding approval

All projects will receive a letter outlining the amount of funding that has been approved for that year subsequent to the receipt and approval of the annual report and audited accounts for the previous year by the Department of Justice, Equality and Law Reform.

Once the Department of Justice, Equality and Law Reform have approved the annual report and audited accounts for the previous year, a letter confirming the agreed level of funding will be sent through Garda Community Relations Section for onward transmission to the project.

If the Department of Justice, Equality and Law Reform receive the annual report and audited accounts on time, a project should receive information from Garda Community Relations Section by mid-April.

Background

In order for projects to plan their annual programme they need to know how much funding they will have for the year. While it would be ideal for the project to know how much they have by the end of December or the start of January, the Department of Justice, Equality and Law Reform need to examine the audited accounts and the annual report for the previous year before committing to funding the project for another year.

GUIDELINE 7

National and regional structures

Garda Community Relations Section will be responsible for setting up and maintaining:

- *A national advisory committee;*
- *Regional structures; and*
- *Maintaining a database of contacts for Garda Youth Diversion Projects.*

Garda Community Relations Section will be responsible for ensuring that an updated list of project contact details is kept at Garda Community Relations Section, Harcourt Square, Dublin. This list should be updated twice a year from the information in the six-month progress reports and will include contact details¹ of the project co-ordinator, designated line manager and project treasurer.

A national advisory committee, meeting twice a year will be responsible for advising on national Garda Youth Diversion Project policy and operation and consulting with Garda Community Relations Section on the content of the annual conference and two-day seminar. The committee will be consultative and be made up of representatives from the Department of Justice, Equality and Law Reform, Garda Community Relations Section, the youth organisations/employers, co-ordinators, the Probation and Welfare Service and community representatives.

The projects should be divided into regional groups based on the geographical spread of projects. This will accommodate regional training groups and project collaboration. Each region should nominate one co-ordinator to represent them on the national advisory board.

Background

The creation of a national advisory committee and the organisation of the projects into regional structures will provide consultative fora for the discussion and resolution of issues arising at national level. This will enable the project conferences and seminars to be used for information sharing and training.

GUIDELINE 8

Reporting and recording systems: Reports

Each project will be required to submit an annual report including a proposed annual plan and budget for the following year and audited accounts compiled by an external auditor, detailing the expenditure by the project under a standard format. The report and accounts will be submitted to Garda Community Relations Section by the end of February of the following year, to be forwarded to the Department of Justice, Equality and Law Reform for approval.

It will be the responsibility of the project committee to ensure that an annual report is submitted on time to the Chief Superintendent of Garda Community Relations Section by the end of February of the following year. The annual report is to include:

- Annual plan for the coming year;
- Projected annual budget for the coming year; and
- Audited accounts of previous year's expenditure.

The annual report should report on the implementation of the project's programme identifying issues that emerged during the year. All reports will follow a standard template, which is outlined in the monitoring section of the guidelines.

When compiling the annual budget, Garda Youth Diversion Projects should take account of inflation, increases in rent and employment costs. This budget should then be reviewed with the project committee on a quarterly basis over the course of the year (see [operation](#) guideline 9).

Background

The use of a standard template will ensure that similar information is being gathered on all projects. While the production of audited accounts is a necessary expense, projects may choose to be audited by the same accountant and this may result in a group rate. To accommodate this Garda Community Relations Section could keep a list of the accountants auditing the projects. In addition, while it was suggested that Garda Community Relations Section carry out 'spot' audits on projects during the year, this issue would need further discussion at a national level.

GUIDELINE 9

Reporting and recording systems: Six month progress report

The project committee will be responsible for compiling a six-month progress report generating information that can be used for local and national monitoring and evaluation.

The six-month progress report is to be submitted to Garda Community Relations Section by the end of July and end of January respectively. The report will include contact details of the project summary data on the profile of participants (see monitoring guideline 4).

This information will then be forwarded to the Department of Justice, Equality and Law Reform. The Department of Justice, Equality and Law Reform will then collate this data and compile a national report to feed back to the projects. Copies of the reports should be held at a local level in the local Garda Station, and in Garda Community Relations Section at national level. The aggregate information will be stored in the Department of Justice, Equality and Law Reform.

Background

In order to assist in the monitoring and evaluation of the projects on a local and national level a degree of standard quantitative information is needed. This information is collected twice a year to enable the projects to review their progress over time.

GUIDELINE 10

Reporting and recording systems: Financial Reports

The project treasurer will submit quarterly returns on income and expenditure according to a standard template to the project committee and Garda Community Relations Section.

In order to ensure the maximum level of accountability, the treasurer will submit a quarterly report to the project committee showing the balance of the project account, expenditure in the previous quarter and proposed expenditure for the coming quarter (see monitoring guideline 3).

Background

It was clear from the consultation that not all projects maintain a system of reporting the project balance and expenditure. There was a consensus that a standard system of reporting the balance and expenditure of the project funding should be put in place to be used by all projects.

Section four: **Monitoring of Garda Youth Diversion Projects**

Introduction

This section provides guidelines on monitoring and evaluation activities.

The proposed system aims to

1. generate standardised information;
2. be administratively workable; and
3. be utility focused, i.e., to gather only critical information for use by management in reviewing the operational and strategic direction of projects. Information will also be used to assess continuation of funding.

Information gathered will provide a means to feedback to the projects on a national basis.

Monitoring is defined as; the regular tracking of the different phases of the activities in a process closely linked to the activities' management. Monitoring is carried out during project implementation and is considered as a normal management tool within the overall project cycle (European Training Foundation, 1999).

Evaluation is the systematic appraisal of activities in relation to stated aims and objectives. The purpose of evaluation can be either formative, i.e., occurring during a project's operation and aiming to provide data which will refine its operation, or summative, i.e. occurring after a project has been completed and concerned with assessments of outcomes.

Proposed documentation required from projects

All projects will be required to submit the following, as a condition of funding:

1. Quarterly financial reports;
2. Six-monthly project progress report;
3. Annual budgets;
4. Annual work plans, including details of financial procedures;
5. Annual reports, including details of financial statements; and
6. Audited accounts.

Details as to the content of each document is contained in the supporting documentation to the relevant guideline and proposed templates provided. The information presented

in these reports will facilitate the monitoring of projects' progress, practices and financial activity and will be potentially accessible to outside parties.

Structure of information transmission route

The six documents detailed above will be prepared by personnel involved in the project and submitted to the local Garda Superintendent. The local Garda Superintendent will submit this information to the Chief Superintendent of Garda Community Relations Section. It will then be the responsibility of the Chief Superintendent of Garda Community Relations Section to forward the information to the Department of Justice, Equality and Law Reform, who, in turn, will collate the information from each individual project. The Department of Justice, Equality and Law Reform will have responsibility for data and documentation storage. The Department will then return the collated information to the Chief Superintendent of Garda Community Relations Section who will be responsible for reporting back to projects on a local and national basis.

Responsibilities

The local Garda Youth Diversion Project (line manager/co-ordinator/treasurer) will have responsibility for ensuring that the information is forwarded to the local Superintendent in a timely fashion.

The local Garda Superintendent will have responsibility for forwarding the information to the Garda Community Relations Section.

Garda Community Relations Section will have responsibility for checking that each document submitted by a local project (via the structure outlined above) contains all required information. The Garda Community Relations Section will then forward each piece of documentation to the Department of Justice, Equality and Law Reform. Garda Community Relations Section will have overall responsibility for co-ordinating the monitoring activities in projects.

The Department of Justice, Equality and Law Reform will have responsibility for the collation of information and the production of aggregated information covering all Garda Youth Diversion Projects. The Department will have responsibility for signing off continuation of funding for individual projects.

Monitoring data to be included in relevant Reports

Information will be required on the following:

Financial: Expenditure (pay costs and non-pay costs)
Income (by source)
This information will be recorded by the project treasurer.

Human Resources: Details of project co-ordinator and hours of work per month
Part-time staff and hours of work per month
Sessional workers and hours of work per month
Volunteers and hours per month
This information will be recorded by the project co-ordinator.

Participants: Age
Gender
Nationality
Education
Referral route/source
Participant progress
This information will be recorded by the project co-ordinator

Referral Assessment: Age
Gender
Type of 'crime'/reason for referral (fixed choice)
This information will be recorded by the referral assessment committee of each project

Project Activities: Number of group sessions
Number of individual sessions
Contact with families
Liaison with key agencies
Other – to be determined

The financial information will be forwarded to Garda Community Relations Section on a quarterly basis. All other information will be forwarded to Garda Community Relations Section on a six-monthly basis.

Qualitative information will also be required, for example, a progression or short-term goal plan in place for each participant and the anticipated outcomes.

The proposed forms will be piloted before implementation throughout all the projects.

The above information will require fixed choice responses and/or entry of numerical information enabling aggregation of information across all the projects.

The information gathered may be presented at advisory committee meetings. (In addition aggregate information may be presented at the Garda Youth Diversion Projects conference and co-ordinators seminars).

Summary of Monitoring Guidelines

GUIDELINE 1

Monitoring and Evaluation

Garda Community Relations Section will co-ordinate a standardised monitoring and evaluation system across all Garda Youth Diversion Projects.

GUIDELINE 2

Methods of monitoring

Garda Community Relations Section will issue standard forms. These forms will cover financial information – income and expenditure, staffing and volunteers, project activities and project participants. The information collected will be primarily quantitative.

GUIDELINE 3

Financial reporting

The treasurer of each project will be responsible for submitting standard reports during and at the end of each year to the local Garda Superintendent for onward transmission to the Chief Superintendent, Garda Community Relations Section.

GUIDELINE 4

Project reports

All projects will submit a six monthly progress report, proposed annual plan, and annual report each year.

GUIDELINE 5

Referral assessment

The referral assessment committee will monitor the progress of the participants on a regular basis.

GUIDELINE 6

Evaluation

Garda Community Relations Section in conjunction with the Department of Justice, Equality and Law Reform will be responsible for the evaluation of Garda Youth Diversion Projects.

GUIDELINE 7

Reporting and recording information

Projects should promote responsible methods of reporting and recording of information on the project participants and activities at local level which respect the privacy of the participants and are cognisant of the Data Protection Act and the Freedom of Information Act.

GUIDELINE 1

Monitoring and Evaluation

Garda Community Relations Section will co-ordinate a standardised monitoring and evaluation system across all Garda Youth Diversion Projects.

Garda Community Relations Section will be responsible for co-ordinating a standard system of monitoring, i.e., methods of reporting and recording information in the projects. This will include ensuring that relevant information gathered is forwarded to the Department of Justice, Equality and Law Reform. Projects will complete monitoring forms and return them to Garda Community Relations Section by the designated deadlines. Garda Community Relations Section will also be responsible for co-ordinating a standard system of evaluation in the projects.

Background

There are four main reasons for introducing a standard system:

1. The central administration of the projects will be made easier if all projects adhere to a standard system of reporting and recording;
2. Both monitoring and evaluation systems are a necessary requirement for good practice. They add focus and provide a method through which projects can review their practice and make informed choices about the strategic direction of the project;
3. A standard system of monitoring and evaluating projects will enable a national database on Garda Youth Diversion Projects to be created; and
4. A standard financial reporting and recording system is necessary to ensure accountability.

The introduction of a standard system will be worthless unless there is a designated body responsible for co-ordinating ongoing monitoring and evaluation methods. There are a number of reasons why it makes sense to designate a central monitoring role to Garda Community Relations Section:

1. An Garda Síochána is the only agency/organisation that is involved in all projects;
2. The projects are familiar with reporting to Garda Community Relations Section; and
3. Garda Community Relations Section has centrally administered the projects since they started. This role developed informally until the introduction of the Special Projects Office in 2000. What is proposed is that the present administrative and developmental role played by Garda Community Relations Section is extended and formalised rather than setting up a new structure.

GUIDELINE 2

Methods of Monitoring

Garda Community Relations Section will issue standard forms. These forms will cover financial information – income and expenditure, staffing and volunteers, project activities and project participants. The information collected will be primarily quantitative.

Garda Community Relations Section will issue the following standardised forms:

1. Quarterly financial reports¹
2. Six-monthly project progress reports²

The quarterly financial reports will cover financial information relating to income and expenditure of projects. The six-monthly project progress report will include information relating to human resources, project activities, referrals and a summary database profiling project participants.

GUIDELINE 3

Financial Reporting

The treasurer of each project will be responsible for submitting standard reports during and at the end of each year to the local Garda Superintendent for onward transmission to the Chief Superintendent, Garda Community Relations Section

All treasurers will be required to submit a standard report on a quarterly basis. This report will be submitted through the local Superintendent to the Chief Superintendent, Garda Community Relations Section. Quarterly reports³ will not need to be audited but can be prepared at local level by the treasurer.

The quarterly reports are due by the first week of April, July, October and January.

Background

It is considered a matter of good practice by the Comptroller and Auditor General that community-based projects compile quarterly returns on income and expenditure. An external audit is required only at the end of year.

For this process to be transparent it is necessary to designate one person who will be responsible for ensuring that reports and accounts reach the Chief Superintendent, Garda Community Relations Section by the requested deadline. The reason for choosing a Garda representative is that since the process of submission to the Department of Justice, Equality and Law Reform is through Garda ranks, it is appropriate to designate this task to the project treasurer.

³See appendix B for quarterly report form

GUIDELINE 4

Project reports

All projects will submit a Six-monthly progress report, proposed annual plan, and annual report each year.

All reports will be prepared at local level and the project committee will be responsible for ensuring that they are submitted as per the procedures outlined in the introduction. The information included in the reports will follow a standard form in the case of the six-monthly progress report and a standard template in the case of the annual report, budget, plan and audited accounts.

Report title	Submission dates	Appendix
Six-monthly progress report	31 July and 31 January	C C
Annual report	End of February	A
Proposed annual plan	Attached to annual report	A

Note: the annual report should refer back to the proposed plan and identify issues arising in the implementation of the plan, including the reasons why objectives were not met in that period, the extent to which the plan was kept and reasons for any change of direction.

Background

The production of these reports will allow Garda Community Relations Section to monitor the progress and strategic plans of the projects. This information will then be passed to the Department of Justice, Equality and Law Reform for compiling. This will enable a record of all project actions to be kept at a national level.

GUIDELINE 5

Referral assessment

The referral assessment committee will monitor the progress of the participants on a regular basis.

It will be the responsibility of the referral assessment committee to monitor and keep a record of:

1. All referrals made to the project
2. All participants engaged in project activities, their age, nationality, educational and employment status and offending behaviour prior to and over the course of engagement
3. The progress of project participants
4. Sources of referrals
5. Types of crimes
6. Offences committed initially or whether the participants have been subsequently charged or re-referred to the Garda Youth Diversion Project
7. Total number of participants (ensuring the majority of participants are from the primary and secondary target groups).

It will be the responsibility of the referral assessment committee to monitor the numbers of participants from each target group and ensure that the majority of the project participants are from the primary and secondary target groups. Since preference is given to those in the target groups, in cases where participants are outside of the target groups, for strategic reasons (see operation guideline 8) it is the responsibility of the referral assessment committee to monitor their inclusion and ensure that it does not have a negative effect on the participation of the primary and secondary target groups. Furthermore, it is the responsibility of this committee to record and report on all measurable positive effects of this strategic action (for example, increased level of attendance).

Standard reporting forms

The referral assessment committee will be required to complete the following forms for national aggregation.

Form	Submission	Appendix
Record of participants referred	Annual Report	D
Six-monthly progress report	twice per year	C

Recommended recording

It is recommended that projects record information for their own use at local level. Such information could be useful in the evaluation of the project. For example, recording the geographical area of all referrals may assist the project map sources of referral by area and to take strategic decisions about either widening or focusing the catchment area.

Individual progress reports:

This type of report could be completed with the individual participant. This may not only aid keeping track of the overall progress of participants but also support the young people to keep track of their own short-term goals and achievements. Projects may also decide to take account of the young person's situation when they enter the project and use this as baseline information to compare their situation after they have participated with the project. Projects are encouraged to develop their own recording systems for use at local level and are encouraged to disseminate good practice case studies based on the local recording systems used. Recording systems should be capable of producing summary data to be included in the various reporting requirements to Garda Community Relations Section and the Department of Justice, Equality and Law Reform.

GUIDELINE 6

Evaluation

Garda Community Relations Section in conjunction with the Department of Justice, Equality and Law Reform will be responsible for the evaluation of Garda Youth Diversion Projects.

Garda Community Relations Section in conjunction with the Department of Justice, Equality and Law Reform will be responsible for evaluating the progress of the projects on an annual basis through review of the projects' annual reports and plans. Garda Community Relations Section will be responsible for assessing whether the projects meet their stated objectives. The evaluation of projects will be based on the information collected through ongoing monitoring. Factors to be considered are: financial procedures; methods/levels of referral and engagement; the profile of project participants and the project's ability to progress participants.

The Department of Justice, Equality and Law Reform will issue a commentary through Garda Community Relations Section based on the annual report. Where concerns exist in relation to any aspect of the functioning or effectiveness of a project, this commentary will include instructions and/or recommendations for change. Repeated and/or serious failure on the part of the project to implement change will be taken into account when deciding whether to continue funding.

Recommended evaluation at local level

Projects should promote the development of evaluation methods and procedures at local level and encourage the involvement of the project participants in the evaluation of project activities. For example, regular session/group evaluation with the participants and/or facilitators, keeping accurate session record sheets and recording any incidents or achievements on a regular basis may facilitate evaluation at a later stage. In addition projects may utilise their budget for an independent evaluation every three years.

Additional Evaluation

The Department of Justice, Equality and Law Reform reserve the right to commission external evaluation of Garda Youth Diversion Projects either individually or collectively.

GUIDELINE 7

Reporting and recording information

Projects should promote responsible methods of reporting and recording of information on the project participants and activities at local level which respect the privacy of the participants and are cognisant of the Data Protection Act and the Freedom of Information Act.

Projects should promote responsible methods of recording and reporting information on project participants, for example:

- The referral assessment committee should not include any individual information in their quarterly report to the project committee;
- Six-monthly progress reports should not include any individual information;
- An individual participant may request to see all information being stored by the project;
- Projects should make participants aware of this information gathering; and
- Projects should be aware that there is no comprehensive method of ensuring that information stored on computers is secure and should keep sensitive information stored securely in hard copy only to safeguard confidentiality.

Projects are encouraged to develop their own methods at local level and to report on these at regional and national meetings.

PROJECT ANNUAL REPORT

Project Name	
Catchment Area	
County	
Year	

Contents

1. Contact information
2. General Project Details
3. Project Details for this year:
 - 3.1 Actions undertaken
 - 3.2 Participants
 - 3.3 Group work
 - 3.4 Community profile
4. Additional Reports
 - 4.1 Quarterly Treasurer's Report
 - 4.2 Referral Assessment Report
 - 4.3 Six-monthly Report
 - 4.4 Annual Plan
 - 4.5 Proposed Annual Budget
 - 4.6 Auditor's Report

SUBMITTED BY: _____
 (Block capitals) (Signature) (date)

RECEIVED BY: _____
 (Block capitals) (Signature) (date)

1. CONTACT INFORMATION

Name of promoting organisation	
Address	
Telephone	
Fax	
E-mail	
Website	
Details of contact person Person responsible for ensuring the report is accurate and returned punctually and from whom additional information can be gathered or queries clarified	

Name of Project	
Name of Project Co-ordinator	
Address	
Telephone	
Fax	
E-mail	
Website	

PROJECT PREMISES

Name of Line Manager	
Address	
Telephone	
Fax	
E-mail	

1. GENERAL PROJECT DETAILS

Catchment area	
Aims	
Objectives	
Membership of Project Committee	

PROJECT PREMISES

Location of Project office	
Location where sessional work is carried out (if different)	
Location where individual work is carried out (if different)	

3. PROJECT DETAILS FOR THIS YEAR

3.1 ACTIONS UNDERTAKEN

The following are to be included in this section:

Action/project group:	Give details of the name of group or action
Aims:	Overall aim of the project group or action E.g., young women's group etc.
Objectives:	List the specific objectives of the project group or action
Expected outcomes:	What you hoped to achieve with the group (ensure that the outcomes are realistic and measurable)
Assessment of group or action:	Degree to which outcomes were achieved or details of difficulties encountered affecting the outcomes

3.2 PARTICIPANTS

The following are to be included in this section:

- The number of participants targeted
- The number of targeted participants engaged
- Additional participants: This may include self-referred participants or participants included for strategic reasons
- Reasons for engagement: List any key reasons that the project succeeded in engaging the target group
- Reasons for non-engagement: List any key reasons that impeded engagement of the target group.
- Details of individual/one-to-one work carried out: Summary of number of participants requiring individual attention and approximate number of hours involved, e.g., one hour per week etc.

3.3 GROUP WORK

The following is to be included in this section:

- Date started
- Date finished (if applicable)
- No. of sessions with this group to date
- Average Attendance rate: average attendance rate of the participants over a set period of time, e.g., 75% over eight weeks
- Details of Facilitators: project co-ordinator/ sessional/part-time/ voluntary workers

3.4 COMMUNITY PROFILE

The following is to be included in this section:

- Details of youth provision in the area for the 12-17 age group
- Details of agencies in area: e.g. CTW, FÁS initiatives, LES, Partnerships, Health Board etc.
- Details of schools in the area: Including ESL data if available
- Details of local Garda resources
- Details of similar ventures in the area
- Details of co-operation with similar ventures/community groups
- Details of collaboration with other groups (if applicable)
- Other remarks

4. ADDITIONAL REPORTS

4.1 QUARTERLY TREASURERS REPORT

See standard form appendix B

4.2 SIX-MONTHLY REPORT

See standard form appendix C

4.3 REFERRAL ASSESSMENT REPORT

See standard form appendix D

4.4 MANAGEMENT EVALUATION REPORT TO BE COMPLETED BY CO-ORDINATORS

4.4.1 How are co-ordinators included in the decision-making process?

4.4.2 What supervision and support is provided to staff?

Please indicate your level of satisfaction by ticking one of the following:

Unsatisfactory Satisfactory Very Satisfactory

4.4.3 How have support services provided by the employing body been effective in assisting the development of the project?

4.4.4 What training events have you attended in the last twelve months?

Give details of the relevance of the training to your job

4.4.4 Please indicate your level of satisfaction of the level of support for training you received from the committee by ticking one of the following:

Unsatisfactory Satisfactory Very Satisfactory

4.4.5 Have you any issues as to how the project's finances are managed?

Please indicate your perception of the level of effectiveness with which the project's finances are managed by ticking one of the following:

Ineffective Effective Very Effective

4.4.6 Who has responsibility for the project's recording procedures?

Do you have any issues about the management of records?

Please indicate your perception of the level of effectiveness with which the project's records are managed by ticking one of the following:

Ineffective Effective Very Effective

4.4.7 Are reports returned as stated in the Guidelines?

4.4.8 Outline any co-operation between the project, the community, other youth projects/schools and key agencies

4.4.9 In accordance with the project's policy documents, are there policy statements available and where are they located? (e.g. Health and Safety Statement)

4.4.10 Has the management committee any unresolved issues with the employing body?

4.5 ANNUAL PLAN

The following is to be included in this section:

- Aims and objectives of project for the coming year
- Activities, groups and programmes proposed
- Proposed outcomes for each project group and action
- Proposed outcomes for participants
- Other remarks

4.6 PROPOSED ANNUAL BUDGET

The following is to be included in this section:

Pay-costs

Salary related costs

Travel and subsistence

Non-pay costs

Management fees

Administration

Rent

Programme expenditure and proposed purchase of equipment

Training

4.7 AUDITOR'S REPORT

All auditor's reports should supply information under the following headings:

- Management fees
- Employment related costs (salary, subsistence etc.)
- Administration
- Overheads and rent (if applicable)
- Programme costs
- Training costs
- Committee expenditure
- Project assets including equipment purchased during the year (and depreciation)

QUARTERLY REPORT

COMPLETED BY: _____

RECEIVED BY: _____

DATE OF SUBMISSION: _____

PROJECT	
PERIOD	FROM TO
ITEM	INCOME
Opening balance at bank	
Payments received from DJELR	
Other income: SPECIFY	
	TOTAL EXPENDITURE
Management fees	
Salaries/wages (excl. PAYE & PRSI)	
Revenue Commissioners (PAYE & PRSI)	
Travel and Subsistence	
Other employment related expenditure SPECIFY	
Administration	
Rent	
Training	
Activities and Programmes	
Equipment	
Other: SPECIFY	
	TOTAL
Balance at end of this period	

SHEET THREE :		Proposed expenditure for coming quarter	
PERIOD	FROM	TO	
	PROPOSED EXPENDITURE		
Management fees			
Salaries/wages (excl. PAYE and PRSI)			
Revenue Commissioners (PAYE & PRSI)			
Travel and Subsistence			
Other employment related expenditure SPECIFY _____			
Administration			
Rent			
Training			
Activities and Programmes			
Equipment			
Other: SPECIFY _____ _____			
	TOTAL:		

SIX-MONTHLY PROJECT PROGRESS REPORT
Project Name
Catchment Area
County
Year
Date submitted

SUBMITTED BY:

(Block capitals)

(Signature)

(date)

RECEIVED BY:

(Block capitals)

(Signature)

(date)

CONTACT INFORMATION (to include with July report)

Name of promoting organisation	
Address	
Telephone	
Fax	
E-mail	
Website	
<p>Details of contact person</p> <p>Person responsible for ensuring the report is accurate and returned punctually and from whom additional information can be gathered or queries clarified</p>	

Name of Project	
Name of Project Co-ordinator	
Address	
Telephone	
Fax	
E-mail	
Website	

Name of Line Manager	
Address	
Telephone	
Fax	
E-mail	

	Total Number of participants	Total Referred									
Male											
Female											
Participants referred by	JLO	Probation and Welfare	Health Board	School	CTW	Parent	Youth Service	Self	Other	Totals	
Number of Participants	<12	12	13	14	15	16	17	18 and over			
Age of Participant											
Male											
Female											
Totals											

Group number/name	Number in Group	Male	Female									
Actions	Total	Male	Female	<12	12	13	14	15	16	17	18 and over	
On/off events												
Drop in												
Other:												
Referred but not yet engaged												

Notes

1. A maximum of 10 reasons for referring a young person to the project will be identified and selected. These reasons will be coded to assist with the inputting of data.
2. Level of intervention: The referral committee will decide on the level of intervention recommended for each participant and rate it as low/medium/high intervention.
3. Type of crime: this will refer to the type of crime that the participant has been cautioned for. There will be a list of crimes pre-coded to assist with the inputting of data.
4. Action taken: e.g., in group no. 3, awaiting action, individual work

Note one: Reasons for referral

The following are a suggested list for referral reasons. A comprehensive list should be compiled in consultation with projects

Code	Reason for referral
1.	JLO Caution
2.	School attendance
3.	Offending peer group
4.	Known to the community/local Gardaí
5.	Referral from agency

Note two: Level of intervention

Low	Group work only
Medium	Group work and some individual work
High	Group work and individual work on a weekly basis or only individual work

Note three: Type of “crime”

The following is a suggested list. A more comprehensive list should be compiled in consultation with projects.

Code	“Crime”
1.	Anti-social behaviour
2.	‘Joyriding’
3.	Assault

4. Larceny, i.e., breaking and entering/robbery
5. Shop lifting
6. Offence related to alcohol use
7. Offence related to drug use
8. Possession
9. Referred due to school attendance

Note four: Source of original referral

Code

- 1 Juvenile Liaison Officer
- 2 Community Garda
- 3 Other Garda source
- 4 Health Board
- 5 Other youth worker/project
- 6 Other agency
- 7 Community representative
- 8 Community group
- 9 Other community
- 10 Other

Note five: Action taken section one only

Code Action taken

1. Participating in project
2. In process of engaging
3. Waiting action/place on project
4. Approached but difficulty in engaging
5. Unsuitable for project but referred on to other group/agency
6. Unsuitable for project and no further action taken
7. Outside of catchment area/age group

Agreed Recommendations

National Advisory Committee

That steps will have been taken to form a National Advisory Committee by the end of January 2003.

Garda Security Clearance

It was not possible to carry out a Garda Security Check on staff at the time of writing the guidelines. It is hoped that this can be discussed at the National Advisory Committee and that some arrangement can be agreed between Garda Youth Diversion Projects and An Garda Síochána.

Roles and responsibilities

Garda Community Relations Section is presently putting together a statement outlining their roles and responsibilities in relation to the Garda Youth Diversion Projects. Once completed it will be appended to the Guidelines.

Issues for the National Advisory Committee

- Terms of reference for the National Advisory Committee;
- Training, conferences and seminars;
- Regional organisation of projects;
- Identity cards for project co-ordinators;
- Project Insurance;
- Composite annual report;
- Title of projects;
- The pay and working conditions of project workers;
- Second full time workers; and
- Garda security clearance for project workers.

Glossary of terms

DJELR	Department of Justice, Equality and Law Reform
ESL	Early school leavers
GYDP	Garda Youth Diversion Project(s)
GCRS	Garda Community Relations Section
GJDP	Garda Juvenile Diversion Programme
JLO	Juvenile Liaison Officer
Stakeholders	All agencies and individuals involved in the establishment, operation, administration, monitoring and management of the Garda Youth Diversion Projects.

