
SECTION EIGHT

Working with Young People Involved in the Juvenile Justice System

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“The most basic of all human needs is the need to understand and be understood.

The best way to understand people is to listen to them.

They may forget what you said, but they will never forget how you made them feel.”

Aristotle (384-322 BC) - Greek philosopher

Introduction

This section focuses on young people involved in the Juvenile Justice System in the Republic of Ireland. It outlines the varying needs and issues of young people who have become involved in, or are at risk of becoming involved in, offending behaviour. It explains how the Juvenile Justice System in the Republic of Ireland works and it offers practical advice. It concludes with a list of contacts that will help you in your work with young people who have become involved in the Juvenile Justice System.



Your role may be to support a young person by offering specialised interventions or it may be to support a young person you have built a trusting relationship with. It is important that young people attending specialised services are included and supported to stay involved in other community-based youth groups.

Terminology

Garda Diversion Programme is an intervention programme that involves a Garda Juvenile Liaison Officer working with young people who admit their involvement in a criminal offence. It is a first level of response.

Garda Youth Diversion Projects is a project-based intervention for young people who are deemed to be at risk of becoming involved (or further involved) in criminal and/or anti-social behaviour. Staff include Youth Justice Workers and they operate under the Irish Youth Justice Service (IYJS) within a youth organisation structure.

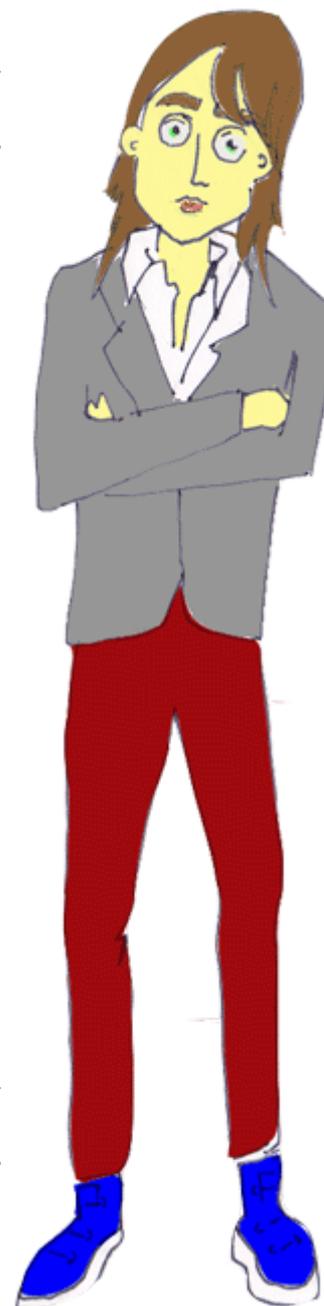
The Irish Youth Justice Service (IYJS) funds youth organisations and projects to provide services to young people aged under 18 years who find themselves in conflict with the law.

Youth Justice Work differs from general youth work in that it focuses on engaging with a young person to deal with the issues surrounding their offending behaviour and the need for behavioural change and making positive life style changes.

Juvenile Justice System

It is important to understand how a young person might find themselves in conflict with the law, how the Juvenile Justice System operates and what interventions exist for these young people.

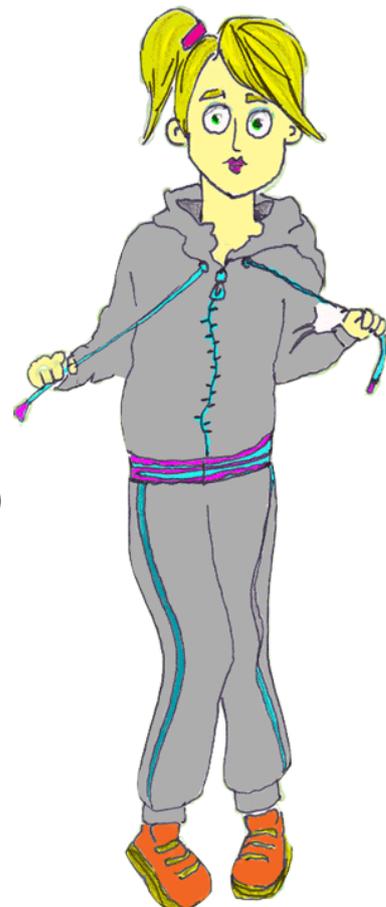
In a recent Garda Public Attitude Survey, respondents rated Juvenile Crime as a major national problem [76%], secondary only to drug-related crime and violent crime. They rated 'lack of parental' control as a significant cause of crime in Ireland.



Primary legislation has attempted to respond to such concern. The Children’s Act 2001 (as amended) establishes an overall statutory framework for dealing with troubled young people and young people in trouble with the law. The Act attempts to reconcile the need to hold young people to account for their offending behaviour and the need to protect the public from offending behaviour; it builds upon the viable premise that most young people mature into adulthood and cease offending. ⁱ

The Children’s Act 2001:

- is a primary piece of legislation governing Juvenile Justice in Ireland
- replaces the outdated Children’s Act of 1908 – it moves away from a theme of punishment and encourages a range of community sanctions
- states age of criminal responsibility in Ireland is generally 12 years old. For serious crimes such as rape or murder it is 10 years old
- puts the Garda Diversion Programme on a statutory footing in an effort to ‘divert’ young people from further offending
- recognises the role of the family in supporting young people in conflict with the law and allows for a number of different conferences:
 - ⇒ Family Welfare Conferences (HSE)
 - ⇒ Family Conferences run by the Gardaí under the Diversion Programme
 - ⇒ Family Conferences ordered by the Children’s Court and run by Probation and
 - ⇒ Welfare Service ⁱⁱ



Interventions

Under the framework of the Children's Act there are a number of interventions designed to respond to young people who have offended.

Direct interventions include:

- ⇒ **The Garda Diversion Programme, the first level of response, involving early intervention by a Garda Juvenile Liaison Officer, for young people who admit to their involvement in a criminal offence**
- ⇒ **Garda Youth Diversion Projects for young people who are deemed to present with added risk of further offending**
- ⇒ **The Probation Service for young people appearing before the courts for their offending behaviour and**
- ⇒ **Children's Detention Schools for young people whose offending is either repeat or serious in nature**

These, and other indirect interventions, are explained in detail later in this section.

Interventions involving the Irish Youth Justice Service (Youth Justice Workers)

The Irish Youth Justice Service (IYJS) has lead responsibility for driving coordination and reform in the area of Youth Justice. It has been given responsibility to lead a national strategy 'To create a safer society by working in partnership to reduce youth offending through appropriate interventions and linkages into services'. It was established in 2005 and is an executive office of the Department of Justice, Equality and Law Reform. It operates within the strategic scope of the Office of the Minister for Children and Youth Affairs.

The Irish Youth Justice Service (IYJS) funds youth organisations and projects that provide services, including Garda and Probation Projects, to young people aged under 18 years who find themselves in conflict with the law. Staff from youth work organisations funded under the IYJS are referred to as Youth Justice Workers



Needs and Issues of Young People involved in the Juvenile Justice System

Youth workers in many general youth services have participants in their groups and programmes who are engaged in or at risk of becoming engaged in the Juvenile Justice System. While the young person may attend a Youth Diversion Project it is invaluable that youth services also link these young people with non-offending peer groups. Forming trusting and stable relationships with youth workers can further reduce the risk of a young person re-offending or of not progressing into the Juvenile Justice System.



It is generally accepted that young people who are involved in the Juvenile Justice System are attempting to address needs and issues within their own personal circumstances. Criminal or anti-social behaviour is often interpreted by youth/community workers as symptoms; and not the problem itself.

However, according to research there are a number of factors that make up the typical profile of a young person in the Juvenile Justice System, just as there are a number of factors that increase the likelihood of young people becoming involved in crime.

Research looking at risk factors related to youth crime identifies a number of features which potentially increase or decrease the likelihood of offending behaviour. It is argued that these risks occur in various dimensions of a young person's life.

Risk factors:

1. Individual risks
2. Risks associated with family
3. Risks associated with school performance
4. Risks associated with the neighbourhood that a young person lives in

Risk factors do not cause crime, nor do they excuse crime. Risk factors increase the risk of becoming involved in crime. By targeting the known risk factors we can be confident that we are preventing and reducing crime.

Understanding the needs of Young People at risk of becoming involved in crime

Every person has needs, which we aim to fulfil through a variety of channels, e.g. relationships with family and friends, social interactions with peers and adults, sports, education, jobs, etc. If a young person's needs are not being met, they will often seek out alternative channels that are easily accessible to them. This can result in the young person getting involved in anti-social or criminal behaviour in an effort to satisfy their needs.

There are two types of basic needs - personal and developmental as follows:



Personal needs

- ⇒ To be accepted
- ⇒ To feel safe
- ⇒ To feel wanted
- ⇒ To give/share
- ⇒ To impress
- ⇒ To perform
- ⇒ To gain recognition
- ⇒ To release
- ⇒ To survive (economically and socially)
- ⇒ To conform
- ⇒ To be different
- ⇒ To rebel/revolt
- ⇒ To have fun etc.

Developmental needs

- ⇒ Supports: Family, friends, school, wider community, etc.
- ⇒ Education, training, work experience
- ⇒ Positive role models
- ⇒ Knowledge and information
- ⇒ Reassurance and encouragement
- ⇒ Structures and routine
- ⇒ Reflection and review opportunities
- ⇒ Real alternatives, etc.

How we as Youth Workers can help Young People in the Juvenile Justice System to meet their needs

- ⇒ Ensure the young person understands why they are involved in your project and the benefits of being in this youth project
- ⇒ Understand and identify each young person's needs and personal situation
- ⇒ Work with the young person on how to meet those needs in a positive and pro-active way
- ⇒ Encourage and facilitate education/training achievements and help the young person visualise and aim for future events e.g. getting a job, going to college

Understanding the Juvenile Justice System

In order to provide a responsive service to a young person who has come into conflict with the law it is important to fully understand the Juvenile Justice System. There are a wide range of interventions designed to respond commensurately to young people who have offended.

The Garda Juvenile Diversion Programme

The Garda Juvenile Diversion Programme provides an opportunity to divert juvenile offenders from criminal activity. It is the first level of response, involving early intervention by a Garda Juvenile Liaison Officer for young people who admit their involvement in a criminal offence.

'Working with Young People involved in the Juvenile Justice System' was developed by Edel Kelly and Mairead Ní Laoi (Youth Work Ireland – Galway).

The Garda Juvenile Diversion Programme is administered by specially trained Gardaí called Garda Juvenile Liaison Officers (JLO). These Gardaí are specially trained to deal with young people and their families in relation to crime-prevention, the operation of the diversion programme and all other areas involving young people and the criminal justice system. Each Garda District in Ireland has a Juvenile Liaison Office. The Garda Juvenile Diversion Programme employs such strategies as formal and informal Cautions, Supervision, Restorative Cautioning and Conferencing, Community Policing and referrals to Garda Youth Diversion Projects. Once cautioned a young person is usually monitored for a year.

Any young person who has been admitted to the Garda Juvenile Diversion Programme is protected from prosecution for the criminal behaviour which resulted in his/her admission to the programme. Any acceptance by the young person of responsibility for their criminal behaviour in respect of which they have been admitted to the programme will not be available in any civil or criminal proceedings against that young person. However, under Section 126 of the Criminal Justice Act 2006, it may be used where a court is considering the sentence to be imposed in respect of an offence committed after admission to the programme.



There are two types of caution:

Informal

The informal caution is given for less serious criminal behaviour. It may be given at the young person's home or in a Garda station. It is administered by a JLO. The only persons obliged to attend while the caution is being given are the parents or guardian of the young person.

Formal

The formal caution normally takes place in a Garda Station to highlight the seriousness of the situation to the young person. Those present when the caution is delivered must include the young person, the young person's parents or guardian and a JLO. The officer

who gives the caution normally discusses the criminal behaviour and highlights to the young person the seriousness of his/her actions.

Supervision

Every young person who receives a formal caution through the Garda Diversion Programme is placed under the supervision of a JLO for twelve months. The level of supervision is normally a matter decided by the JLO.

Garda Youth Diversion Projects

The Garda Youth Diversion Projects' baseline analysis falls under the Goal of the National Youth Justice Strategy: 'To work to reduce offending; by diverting young people from offending behaviour'. More specifically:

“To make existing intervention measures more effective in reducing offending behaviour. In doing so, promote good practice in the delivery of the Garda Juvenile Diversion Programme and the Garda Youth Diversion Projects”.

A Garda Youth Diversion Project is a community based, multi-agency crime prevention initiative which seeks to divert young people from becoming involved (or further involved) in anti-social and/or criminal behaviour by providing suitable programmes and activities to facilitate personal development and promote civic responsibility.

The Garda Youth Diversion Projects are funded by the Irish Youth Justice Service and administered through The Community Relations Section of An Garda Síochána. It is important to note that Garda Youth Diversion Projects – which are run by youth organisations and youth projects - operate alongside other Garda (and complimentary) initiatives aimed at reducing youth crime. The young people who attend a Youth Diversion Project may be involved with An Garda Síochána, the Probation Service and/or the Courts Service.



What does a Garda Youth Diversion Project do?

Garda Youth Diversion Projects have clear and distinct roles aimed at engaging with young people at risk of, or at the onset of becoming involved in, offending behaviour:

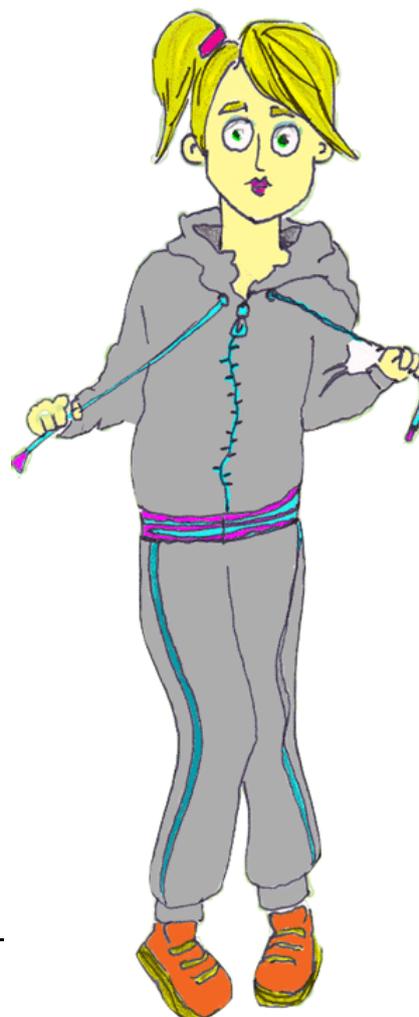
1. To divert young people from becoming involved in criminal or anti-social behaviour
2. To provide suitable activities to facilitate personal development and encourage civic responsibility and work towards improving the long-term employability prospects of the participants

In achieving the above, projects seek to support and improve local Garda and community relations and enhance the quality of life in the area.

In 2008, 100 projects were in operation providing interventions for approximately 3,600 young people.

Children's Court

The first contact a young person or their family will have with the Probation Service is probably after they have been before a court and either they have accepted responsibility for the offence or the facts have been proven. If they are under 18 years of age and their case is before the Children's Court the Judge may refer them to the Young Persons Probation Service.



The Probation Service - Young Persons' Probation

Young Persons' Probation (YPP) is a specialised division of the Probation Service with dedicated resources to work with young people aged 12 to 18 who come before the courts.

YPP aims to promote the use of community based sanctions and restorative justice in order to reduce re-offending and deals with approximately 600 young offenders nationwide. The work of the YPP involves:

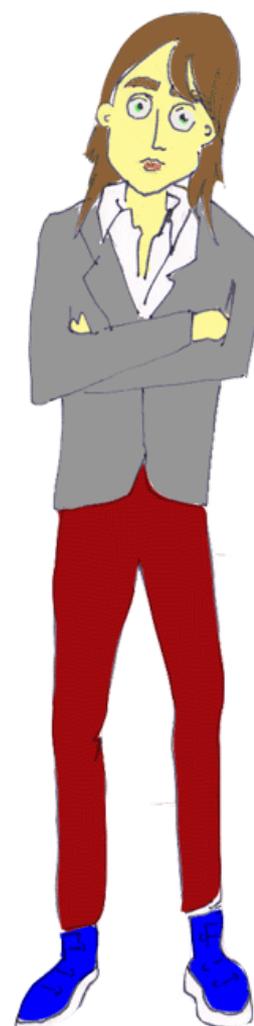
- preparing pre-sanction assessments for the courts
- supervising offenders in the community who are referred by the court
- supervising offenders released conditionally from custody
- providing a counselling service to offenders and their families

Community Sanctions

A young person who has been to court and convicted of a crime may receive a community sanction, which allows the young person to stay in school and in their community. Community sanctions can be used instead of detention and are operated by the Young Persons Probation (YPP) division of the Probation Service.

Community sanctions have to address the consequences of the actions of the young person and, in some cases, can be used to help strengthen relationships in the family. The sanctions include a range of measures such as community service, intensive supervision, mentoring and restorative justice.

If a community sanction is being used, the young person will be told why it is being used and what they have to do. The parents, or guardians, are expected to support and encourage the young person to complete the sanction and stay out of trouble in the future.



10 community sanctions are available to the courts:

- **Community Service Order:** A young person of 16 or 17 years of age agrees to complete unpaid work for a set total number of hours
- **Day Centre Order:** A young person is to go to a centre at set times and, as part of the order, to take part in a programme of activities
- **Probation Order:** This places a young person under the supervision of the Probation Service for a period during which time the young person must meet certain conditions which are set by the court
- **Training or Activities Programme Order:** A young person has to take part in, and complete, a programme of training or similar activity. The programme should help the young person learn positive social values
- **Intensive Supervision Order:** A young person is placed under the supervision of a named probation officer and has to attend a programme of education, training or treatment as part of their time under supervision
- **Residential Supervision Order:** This is where a young person is to live in a suitable hostel. The hostel should be close to where they normally live, attend school or go to work
- **A Suitable Person (Care and Supervision) Order:** With the agreement of the young person's parents or guardian, the young person is placed in the care of a suitable adult
- **A Mentor (Family Support) Order:** A person is assigned to help, advise and support the young person and his/her family in trying to stop the



young person from committing further offences

- **A Restriction of Movement Order:** This is basically a curfew order supervised by the Gardaí. A young person is required to stay away from certain places and to be at a specific address between 7pm and 6am each day.
- **A Dual Order:** This combines a Restriction of Movement Order with either supervision by a probation officer or attendance at a day centre.

Children's Detention Schools

The Court can order a young person to either a detention school or to St. Patrick's Institution in Dublin because of the type of offence committed and the particular circumstances of their case. Before sending a young person to detention, the Court will try to make sure that no other option is available that would address the offences which the young person has committed. The Children's Act 2001 (as amended) makes it illegal to order the detention of a young person (with effect from 1 March 2007) under 18 years old to a prison. There are currently four detention schools where the Courts can detain a young person. These are:

- Trinity House, Lusk
- Oberstown Boys School, Lusk
- Oberstown Girls School, Lusk
- Finglas Young Person and Adolescent Centre



St. Patrick's Institution

The Irish Prison Service manages St Patrick's Institution. It is a closed, medium security place of detention for males aged 16 to 21 years. It accommodates both remand and sentenced prisoners. Plans have been made for separate accommodation for the majority of 16 and 17 year-old boys, pending the further development of the Children's Detention Schools.

Restorative Justice

Restorative Justice is a victim and community-oriented approach requiring the perpetrator to face up to the harm he or she has caused and repair or make good the damage done; and resolve the underlying problems which caused it. It also focuses on finding ways that offenders can make things right for victims and others affected by their crime. Restorative Justice puts the victim at the centre of the process.

A Restorative Conference

A Restorative Conference is a meeting involving the young person and members of his/her family, the victim/s and relevant others. It is used within the auspices of the Garda Youth Diversion Programme and the Young Person's Probation Service. At the Restorative Conference, the young person's offence will be discussed with regard to its effect on the victim, the community and on the young person's family.

The conference will explore ways that the young person can take responsibility for their behaviour and where possible, put things right by making good the damage.

Anti-Social Behaviour Orders (ASBO)

The Criminal Justice Act 2006 introduced new provisions within criminal law for dealing with anti-social behaviour by young people who are between 12-18 years of age. The provisions became law on 1 March 2007.

What is Anti-Social Behaviour?

A young person behaves in an anti-social manner if he/she causes, or in the circumstances is likely to cause, to one or more people who are not living in the same house as the young person, either:

- Harassment
- Significant or persistent alarm, distress, fear or intimidation



- Significant or persistent impairment of their use or enjoyment of their property

So, for example, if a young person or young people were constantly playing football outside your house and this was causing you discomfort or annoyance, this would amount to significant or persistent impairment of your use or enjoyment of your home. This therefore amounts to anti-social behaviour.

What is a Behaviour Order?

An anti-social behaviour order or ASBO is issued by the Children's Court when a member of the Garda Síochána (not below the rank of Superintendent) applies to the court for an order which prohibits a young person of 12 years or above from doing anything specified in the order.



Anti-Social Behaviour Measures

They offer an alternative way of dealing with a young person who acts in an anti-social way, other than going through the criminal process. The anti-social measures for young people are different to those designed for adults.

The key features for young people are:

- A series of stages occur before an anti-social behaviour order (ASBO) can be sought, including a warning, a good behaviour contract and referral to the Garda Juvenile Diversion Programme.
- Involvement by parents is required, particularly in the case of a good behaviour contract.
- All of these provisions are designed to allow the Gardaí to deal effectively with anti-social behaviour while keeping the young person out of the criminal justice system.



Practical Tips for Working with Young People Involved in the Juvenile Justice System

Applying a structured approach when working with Young People – 4 useful areas to Consider:

1 Individual plans

- Each young person is unique and has different needs
- Design an initial short-term programme plan to allow time to get to know the young person and to establish a trusting, co-operative relationship and to familiarise yourself with their situation (family and friends)
- When ready, together with the young person (and their family and friends, where appropriate) design a programme plan where
 - ⇒ in which the young person is actively involved and responsible for their personal development
 - ⇒ which aims to initiate behavioural change
 - ⇒ identifies positive channels to meet their needs.
- Engage the support of parents, schools and other local agencies

2 Actively encourage positive behaviour

- Identify gains and losses of certain behaviours – how can the same gains be achieved with positive actions/ how can losses be eliminated?
- Discuss real options and choices on how to handle various situations that the young people may find themselves in. Use examples/stories to reinforce points

- Involve friends and peers in programmes - it may reinforce positive behaviour (often members of the peer group may be equally at-risk as the young person who is referred). Reward and encourage good behaviour
- Assist the young person to consciously and actively follow a path of positive behavioural change and personal development
- Encourage the young person to get involved in alternative activities. Focus on education/training achievements
- Empower the young person to make the right decisions. The young person needs to decide and believe that positive behaviour is good for them and will improve their personal circumstances

3 Education and Employability (Sense of purpose)

Education/Training

If the young person is involved in education/training:

- Liaise with school/youth/training centre
- Support the young person in their learning

If the young person is not involved in education/training, encourage and promote their involvement:

- Liaise with schools/centres to attain a place
- Provide resources if necessary, e.g. Back To Education Initiative (BTEI)

Employability

A lot of people describe themselves by their profession or daily activity. This can be connected to a person's sense of self-worth as it helps them identify a purpose for themselves in society (e.g. I am a mechanic/student etc.)

- Promote the importance of training/qualifications
- Establish links with local businesses – work experience/jobs club

- Establish links with local training centres, e.g. FÁS, on behalf of young people in the project

For more information on education and training see the section Working with Early School Leavers in this Toolkit.

4 Tools and Programmes

There are a number of programmes you can introduce into a young person's programme plan which could be very beneficial and could trigger and encourage behavioural change. Sample programmes include:

- Copping on Programme, Gains and Losses
- Family Support
- Back to Education Initiatives (BTEI)
- Jobs club, responsibility, structure, work experience
- Engage local Gardaí in programme activities
- Enrol volunteers (train and support them)
- Involve local role models
- Big Brother, Big Sister programmes
- Other varied personal development programmes that use drama, art, sports etc.

Managing Challenging Behaviours

- ⇒ Always model the type of behaviour that you expect from the young person
- ⇒ Take active steps to develop a friendly and welcoming atmosphere at your service
- ⇒ Simple steps such as remembering the name of a young person and greeting them by name can show that you value them
- ⇒ Take time to build (professional) relationships with young people. Be prepared to offer long-term support with a consistent worker, rather than a range of workers
- ⇒ Treat young people with respect and as individuals
- ⇒ Understand cultural differences, for example body language
- ⇒ Give praise, recognition and reinforcement of acceptable behaviour
- ⇒ Consider the physical layout of your service and the activities you provide. Encourage young people to contribute to the physical environment, e.g. paint a mural, pick out furniture, etc.
- ⇒ If you run a number of programs, don't mix too many young people who have challenging behaviour in the same group
- ⇒ Have clear rules/policies at your service which have been developed with young people. Ensure that all staff and volunteers are aware of your service policies and apply them fairly and consistently
- ⇒ Ensure that young people are aware of the rules of your project/organisation. Implement consequences for inappropriate behaviour in a fair and consistent manner
- ⇒ However, on occasion, young people are present in youth projects as a result of not keeping rules. Be realistic with rules – DO NOT set the young people you work with up for failure
- ⇒ Also remember that staff and volunteers are the adults – address situations calmly, professional and reasonably

If a Young Person exhibits challenging behaviour:

- ⇒ Much of young people's difficult behaviour is not a result of inadequate morals or faulty reasoning; it is the consequence of over-aroused emotions. Attempting to reason with someone in a state of heightened emotion (angry, hyper, etc.) will not be very productive. Calming this person down is the best idea. Sometimes that involves leaving them alone. Being quiet. Giving them space, or a football or time to shout. Sometimes this calming down process lasts for weeks, even months in the project. Keeping a person calm constantly is impossible and is not the responsibility of staff, but it can be achieved at times
- ⇒ Do not present a young person with an ultimatum – this may be interpreted as a challenge. Try to reason calmly – compromise!
- ⇒ Model the type of behaviour that you expect from the young person.
- ⇒ Use reflective language when listening to the views of the young person and try to understand why they are upset
- ⇒ Try to remove the situation from bystanders
- ⇒ If a young person refuses to follow an instruction, offer them choice. For example you can either let the young person have his turn or leave the centre and come back tomorrow. This allows the young person to save face, particularly if there are other young people present

Challenging Myths

Myth – All Young People involved in the Juvenile Justice System have committed a Crime

Not all young people involved in the Juvenile Justice System are offenders (i.e. guilty) so use this terminology with care. Juvenile Justice is also about diverting young people who are at risk of becoming involved in anti-social criminal behaviour.

Checklist 8 - How Accessible is your Organisation to Young Persons in the Juvenile Justice System ?

This checklist can help you to identify how you can improve your service for young people involved in the Juvenile Justice System.

Public image

How we present our service to our community

Partnerships:

- Our service has close links with the local Gardaí and local Juvenile Liaison Officer Yes Partly No
- Our service has partnerships with other services that assist with young people involved in the Juvenile Justice System Yes Partly No

Policies and procedures

We have a written commitment to deliver an equal and inclusive service

- Our service has clear policies and procedures in relation to our work with young people who are referred to our youth project Yes Partly No

Programme planning and delivery

Our programmes are designed and delivered to include the diverse needs and identities of young persons in the juvenile justice system

- Our programmes include individual and group work in supporting young people in our service Yes Partly No

- Our programmes address the issues of behavioural change and personal development

Yes

Partly

No

Professional development

Our staff and volunteers are trained and supported to deliver an inclusive youth service

- Staff have an overall understanding of the Juvenile Justice System and services within
- Our staff are trained and supported to deliver specific behavioural modification programmes to our participants

Yes

Partly

No

Yes

Partly

No

Participation

We make sure we include the voices of young people at all levels of our youth service

- We ensure that we include and consult with our participants at all levels of our youth service

Yes

Partly

No



Useful Contacts

Web Sites

An Garda Síochána:	www.garda.ie
Children’s Act Advisory Board (CAAB):	www.caab.ie
Citizens Information:	www.citizensinformation.ie
Court Service of Ireland:	www.courts.ie
Department of Health and Children:	www.dohc.ie
Department of Justice, Equality and Law Reform:	www.justice.ie
Health Service Executive:	www.hse.ie
Irish Prison service:	www.irishprisons.ie
Irish Youth Justice Service:	www.iyjs.ie
Office for the Minister of Children:	www.omc.gov.ie
Office for Social Inclusion:	www.socialinclusion.ie
Probation Service/Young Persons Probation:	www.probation.ie
Young Person Protection Services:	www.hse.ie/en/FindaService/ HealthServices/Catagory/Young PersonProtectionSocialWorkServices
Youth Work Ireland:	www.youthworkireland.ie

Publications/Legislation

- OMC (2007) Agenda for Children’s Services: A Policy Handbook www.omc.gov.ie
- Children’s Act 2001: www.justice.ie, www.oireachtas.ie, www.omc.gov.ie
- Children First National Guidelines for the Protection and Welfare of Children www.dohc.ie
- National Children’s Strategy: Our Children –Their Lives (2000 – 2010) www.dohc.ie
- Designing Effective Local Responses to Youth Crime [http://www.iyjs.ie/en/IYJS/Executive%](http://www.iyjs.ie/en/IYJS/Executive%20Summary)

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National Youth Justice Strategy 2008 -2010 <http://www.iyjs.ie/en/IYJS/Strategy%20PDF.pdf/Files/Strategy%20PDF.pdf>

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