

ANNUAL REPORT OF THE COMMITTEE
appointed to Monitor the Effectiveness
of the

DIVERSION PROGRAMME



Copies of this Report are available on Garda Website www.garda.ie
and

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FOREWORD



Dear Commissioner,

It is my pleasure to present the 2007 Annual Report of the Committee Appointed to Monitor the Effectiveness of the Diversion Programme as set out in Part 4 of the Children Act 2001.

The total number of incidents referred to the Diversion Programme during 2007 was 27,853, an increase of 2,773 or 11% on 2006. The total number of individual children referred to the programme was 21,941 which was an increase of 1,925 or 10% from the 2006 total.

Alcohol related offences (19.9%), theft (15.2%) and road traffic offences (15.8%) constitute the three main categories of offence for which children were referred.

The Garda programme of restorative justice continues to evolve with Juvenile Liaison Officers facilitating 378 restorative events, an increase of 23% on the 2006 figure.

I want to thank the committee for their work during the year, the Director of the Diversion Programme and the staff at the National Juvenile Office and the Juvenile Liaison Officers throughout the country for their dedication and work.

Finally, on behalf of the Committee I wish to express deep regret and sadness at the death of Mr. Martin Tansey in March of 2007. Mr. Tansey was a member of the Monitoring Committee from when it was established in 2003 and was always a considerable source of knowledge and expertise on matters relating to youth justice.

A handwritten signature in blue ink, appearing to read 'Louis Harkin'.

Chairperson.

Louis Harkin, Assistant Commissioner

Executive summary

- The total number of incidents referred to the Diversion Programme during 2007 was 27,853.
- The total number of individual children referred to the programme was 21,941.
- 16,753 (76%) children were admitted to the Diversion Programme.
- 12,485 (57%) children had their cases dealt with by way of informal caution.
- 4,268 (19%) children had their cases dealt with by formal caution.
- 790 (4%) children had a decision in their case pending.
- 1,190 (5%) children required no further action.
- 3,208 (15%) children were considered not suitable for inclusion in the programme.
- There was no significant change in the types of offences for which children were referred to the programme.
- Alcohol related offences (19.9%), road traffic offences (15.8%) and theft (15.2%) constitute the three main categories of offence for which children were referred.
- There were 2,485 referrals from the Fixed Charge Penalty System.
- The Garda programme of restorative justice continues to evolve with Juvenile Liaison Officers facilitating 378 restorative events an increase of 71 cases from 2006.
- There were 7 new Juvenile Liaison Officer positions created in 2007.
- A 5 module training course was created for newly appointed JLO's.
- There are 94 Garda Juvenile Liaison Officers and 8 Juvenile Liaison Officer Sergeants working on the programme.

Membership and Terms of Reference of the Committee

In May 2002 a Ministerial Order was signed bringing Part 4 of The Children Act 2001 into operation. This part of the Act deals entirely with the Diversion Programme. In June of 2003, a Committee was appointed in accordance with Section 44 of the Act to monitor the effectiveness of the programme.

The terms of reference of the Committee are to:

- monitor the effectiveness of the Diversion Programme
- review all aspects of its operation
- monitor the ongoing training needs of the facilitators
- make annually a report to the Commissioner of the Garda Síochána on its activities during the year

In general the committee understands its main tasks are to

- examine the management and effective delivery of the Diversion Programme
- identify best practices in the administration of the programme
- assess best practices for the training of facilitators and monitor training delivery
- put in place methodologies for the evaluation and measurement of the programme's effectiveness
- advise on any relevant matters
- prepare an annual report

Membership

The current members of the Committee are

- Assistant Commissioner Louis Harkin, Chairperson
- Chief Superintendent Gabriel Mc Intyre
- Ms. Phil Hanna
- Mr Tim Dalton
- Inspector Finbarr Murphy (Secretary)

The Diversion Programme

Following the introduction of Part 4 of the Children Act 2001 the Juvenile Liaison Officer Scheme came to an end and was replaced by the Diversion Programme, which could be described as a package of measures for dealing with children under the age of 18 who commit an offence or offences. The Diversion Programme retained many of the tried and tested methods for dealing with children who commit offences, as well as introducing a number of new options. The Programme is managed by a Garda Superintendent appointed by the Commissioner and known as the Director of the Programme. (Section 20)

The Director must consider all cases and decide on the suitability or otherwise of each child for inclusion in the Programme..

In order to be admitted to the programme a child must

- be over the age of criminal responsibility and under 18 years of age
- accept responsibility for the offence(s) committed
- consent to being cautioned and supervised

If the child is deemed suitable for admission to the programme then s/he is given either a formal or an informal caution. In certain circumstances the victim of the offence may be invited to attend the caution or the J.L.O. may recommend that a family conference be held in relation to the child.

A child given a formal caution is placed under Garda supervision for a period of 12 months. This period of supervision may, in certain circumstances be varied by the Director. The caution will be administered either by a Garda not below the rank of Inspector or a Juvenile Liaison Officer who has received mediation training. An informal caution is administered by a Juvenile Liaison Officer and the child is not normally placed under supervision. In practice, both cautions are formal processes one accompanied by a period of supervision and the other without supervision.

Referrals to the Diversion Programme

The total number of referrals received in 2007 amounted to 27,853. This is an increase of 2,773 (11.06%) on the figure of 25,080 referrals received in 2006

Table 1 : 2007 Referrals per Region and Division

	TOTAL	UNSUITABLE	FORMAL	INFORMAL	NO FURTHER ACTION	PENDING
EASTERN REGION						
CARLOW/KILDARE	1343	296	266	672	59	50
LAOIS/OFFALY	707	119	151	360	24	53
LONGFORD/WESTMEATH	691	180	137	304	24	46
LOUTH/MEATH	1582	383	339	724	82	54
EASTERN REGION TOTAL	4323	978	893	2060	189	203
DUBLIN MET. REGION						
EASTERN	1279	297	201	693	40	48
NORTH CENTRAL	685	276	82	254	32	41
NORTHERN	2141	405	427	1123	65	121
SOUTH CENTRAL	427	155	59	182	16	15
SOUTHERN	2134	729	222	1040	105	38
WESTERN	2296	665	338	1074	146	73
DUB. MET. REGION TOTAL	8962	2527	1329	4366	404	336
NORTHERN REGION						
CAVAN/MONAGHAN	825	140	178	398	45	64
DONEGAL	1212	187	278	656	52	39
SLIGO/LEITRIM	528	102	115	265	27	19
NORTHERN REGION TOTAL	2565	429	571	1319	124	122
SOUTH EASTERN REGION						
TIPPERARY	774	189	139	392	27	27
WATERFORD/KILKENNY	1587	283	340	836	73	55
WEXFORD/WICKLOW	1045	151	242	554	44	54
SOUTH EASTERN TOTAL	3406	623	721	1782	144	136
SOUTHERN REGION						
CORK CITY	1713	492	284	848	81	8
CORK NORTH	1066	217	213	542	56	38
CORK WEST	633	96	68	424	27	18
KERRY	810	144	168	345	54	99
LIMERICK	1501	556	437	477	20	11
SOUTHERN REGION TOTAL	5723	1505	1170	2636	238	174
WESTERN REGION						
CLARE	625	142	132	281	36	34
GALWAY WEST	945	149	207	488	61	40
MAYO	631	110	143	335	26	17
ROSCOMMON /GALWAY EAST	587	82	114	341	29	21
WESTERN REGION TOTAL	2788	483	596	1445	152	112
OUTSIDE JURISDICTION	86	7	11	43	24	1
TOTAL	27853	6552	5291	13651	1275	1084

Figure 1

Number of cases referred 2003 - 2007

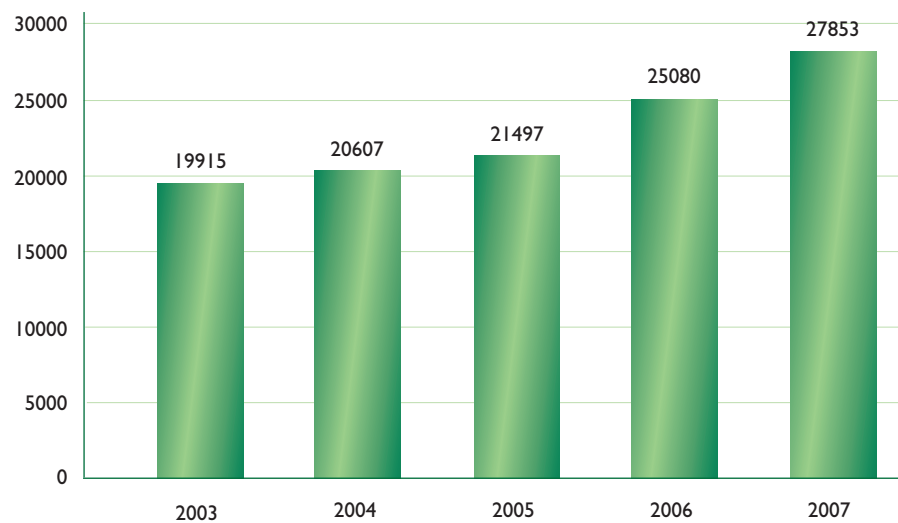
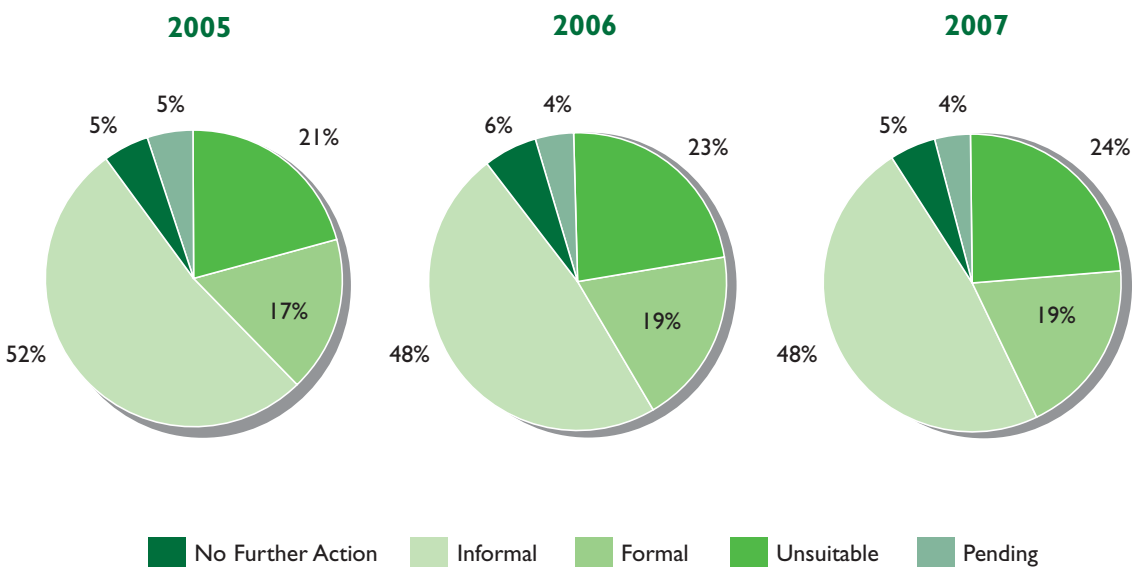


Figure 2

Case decisions as a percentage of total referrals 2005 - 2007



Children Referred to the Diversion Programme

The total number of children referred in 2007 amounted to 21,941. This is an increase of 1,925 children (9.6%) on the 2006 total of 20,016.

Table 2 : Number of Children referred in 2007 by Region and Division

	TOTAL	PROSECUTED	FORMAL	INFORMAL	NO FURTHER ACTION	PENDING
EASTERN REGION						
CARLOW/KILDARE	1091	147	217	629	56	42
LAOIS/OFFALY	574	78	128	320	23	25
LONGFORD/WESTMEATH	531	91	102	275	24	39
LOUTH/MEATH	1247	179	261	682	78	47
EASTERN REGION TOTAL	3443	495	708	1906	181	153
DUBLIN MET. REGION						
EASTERN	1045	139	178	650	40	38
NORTH CENTRAL	486	124	68	235	28	31
NORTHERN	1757	214	358	1032	63	90
SOUTH CENTRAL	319	72	49	169	16	13
SOUTHERN	1633	375	191	930	103	34
WESTERN	1865	392	287	998	131	57
DUB. MET. REGION TOTAL	7105	1316	1131	4014	381	263
NORTHERN REGION						
CAVAN/MONAGHAN	595	56	141	318	41	39
DONEGAL	995	95	211	604	52	33
SLIGO/LEITRIM	408	32	91	244	27	14
NORTHERN REGION TOTAL	1998	183	443	1166	120	86
SOUTH EASTERN REGION						
TIPPERARY	601	86	108	365	24	18
WATERFORD/KILKENNY	1282	135	283	749	69	46
WEXFORD/WICKLOW	836	67	186	507	34	42
SOUTH EASTERN TOTAL	2719	288	577	1621	127	106
SOUTHERN REGION						
CORK CITY	1343	250	228	777	80	8
CORK NORTH	814	114	167	475	51	7
CORK WEST	520	38	60	390	26	6
KERRY	592	51	121	312	51	57
LIMERICK	1091	247	358	456	20	10
SOUTHERN REGION TOTAL	4360	700	934	2410	228	88
WESTERN REGION						
CLARE	492	60	107	267	27	31
GALWAY WEST	763	70	155	460	48	30
MAYO	521	56	110	314	26	15
ROSCOMMON /GALWAY EAST	460	35	92	288	28	17
WESTERN REGION TOTAL	2236	221	464	1329	129	93
OUTSIDE JURISDICTION	80	5	11	39	24	1
TOTAL	21941	3208	4268	12485	1190	790

Figure 3

Number of children referred 2003 - 2007

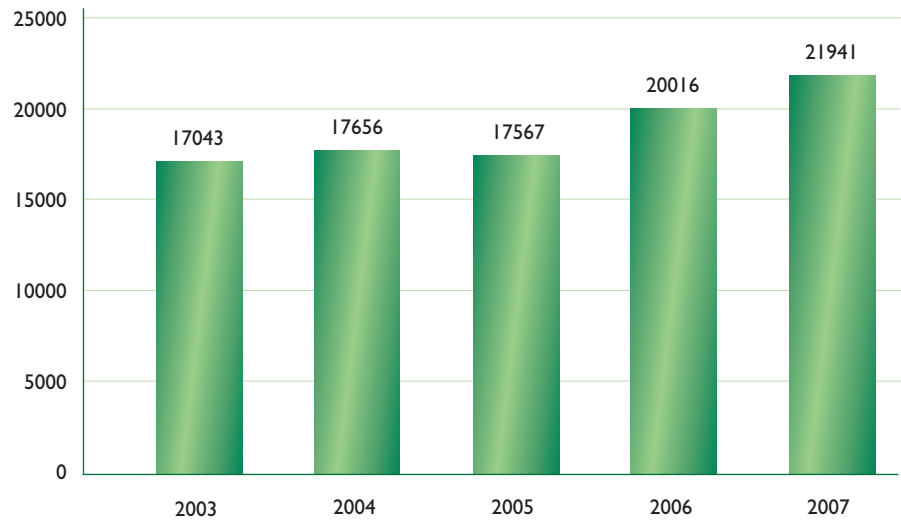
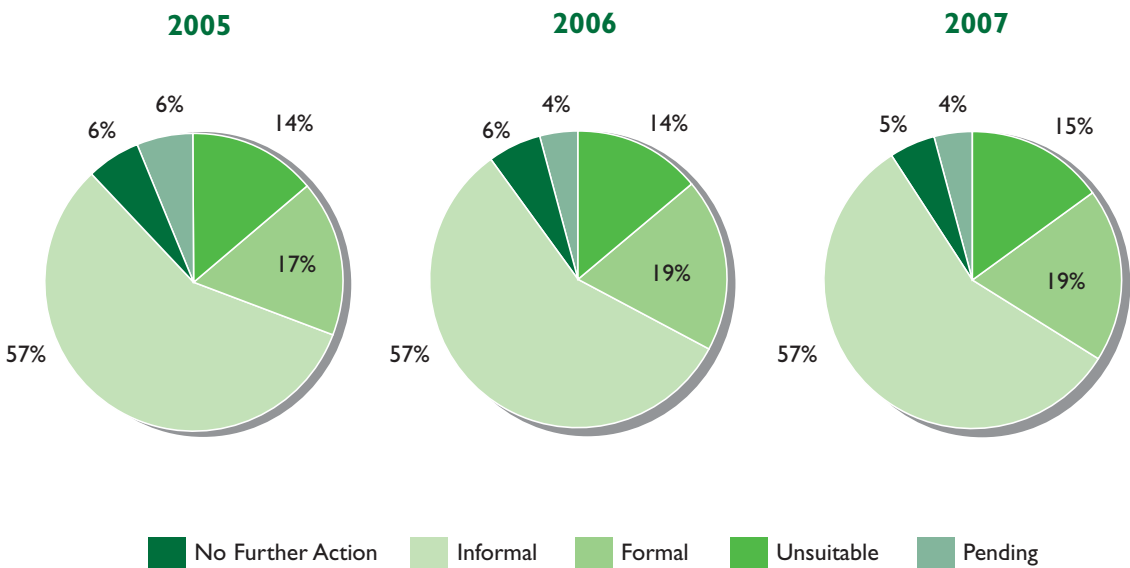


Figure 4

Case decisions as a percentage of overall number of children referred



Children Referred in 2007 by Gender, Region & Division

Table 3 : Gender of Children referred by Region and Division

	TOTAL	PROSECUTED		FORMAL		INFORMAL		NO FURTHER ACTION		PENDING	
		M	F	M	F	M	F	M	F	M	F
EASTERN REGION											
CARLOW/KILDARE	1091	128	19	191	26	474	155	46	10	39	3
LAOIS/OFFALY	574	69	9	107	21	270	50	18	5	22	3
LONGFORD/WESTMEATH	531	73	18	78	24	220	55	17	7	34	5
LOUTH/MEATH	1247	173	6	241	20	555	127	60	18	44	3
EASTERN REGION TOTAL	3443	443	52	617	91	1519	387	141	40	139	14
DUBLIN MET. REGION											
EASTERN	1045	116	23	158	20	530	120	36	4	32	6
NORTH CENTRAL	486	105	19	61	7	166	69	21	7	27	4
NORTHERN	1757	190	24	303	55	782	250	50	13	79	11
SOUTH CENTRAL	319	69	3	39	10	133	36	11	5	12	1
SOUTHERN	1633	302	73	167	24	703	227	80	23	29	5
WESTERN	1865	341	51	251	36	761	237	102	29	49	8
DUB. MET. REGION TOTAL	7105	1123	193	979	152	3075	939	300	81	228	35
NORTHERN REGION											
CAVAN/MONAGHAN	595	48	8	126	15	248	70	39	2	36	3
DONEGAL	995	81	14	191	20	507	97	45	7	29	4
SLIGO/LEITRIM	408	25	7	75	16	204	40	15	12	13	1
NORTHERN REGION TOTAL	1998	154	29	392	51	959	207	99	21	78	8
SOUTH EASTERN REGION											
TIPPERARY	601	81	5	94	14	278	87	22	2	15	3
WATERFORD/KILKENNY	1282	98	37	229	54	553	196	57	12	36	10
WEXFORD/WICKLOW	836	67	0	156	30	425	82	31	3	38	4
SOUTH EASTERN TOTAL	2719	246	42	479	98	1256	365	110	17	89	17
SOUTHERN REGION											
CORK CITY	1343	219	31	196	32	598	179	45	35	7	1
CORK NORTH	814	99	15	132	35	365	110	44	7	6	1
CORK WEST	520	34	4	51	9	303	87	21	5	6	0
KERRY	592	45	6	105	16	243	69	44	7	53	4
LIMERICK	1091	211	36	316	42	338	118	14	6	7	3
SOUTHERN REGION TOTAL	4360	608	92	800	134	1847	563	168	60	79	9
WESTERN REGION											
CLARE	492	50	10	90	17	206	61	18	9	25	6
GALWAY WEST	763	60	10	135	20	353	107	37	11	27	3
MAYO	521	51	5	91	19	241	73	17	9	15	0
ROSCOMMON /GALWAY EAST	460	30	5	78	14	238	50	23	5	14	3
WESTERN REGION TOTAL	2236	191	30	394	70	1038	291	95	34	81	12
OUTSIDE JURISDICTION	80	4	1	10	1	36	3	24	0	1	0
TOTAL	21941	2769	439	3671	597	9730	2755	937	253	695	95

Formal and Informal Cautions

As shown in Table 2, the total number of children who were cautioned either formally or informally in 2007 was 16,753. This equates to 76.35% of the total number of children referred. 12,485 (56.9%) received an informal caution and 4268 (19.45%) received a formal caution. These figures compare with 56.5% and 19% respectively for 2006.

Figure 5 shows the number of children cautioned for each of the past five years and Figure 6 shows the percentage of children referred who were considered suitable for inclusion in the programme.

Figure 5 : Number of children cautioned 2003 - 2007

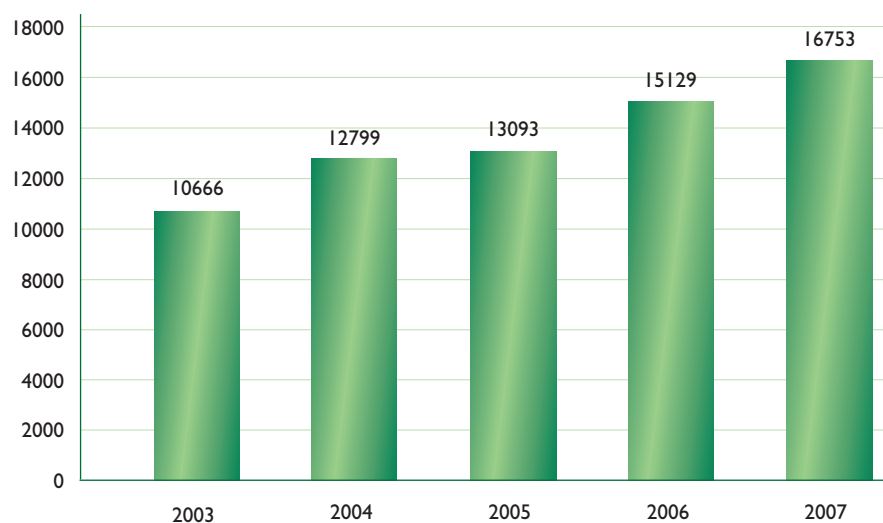
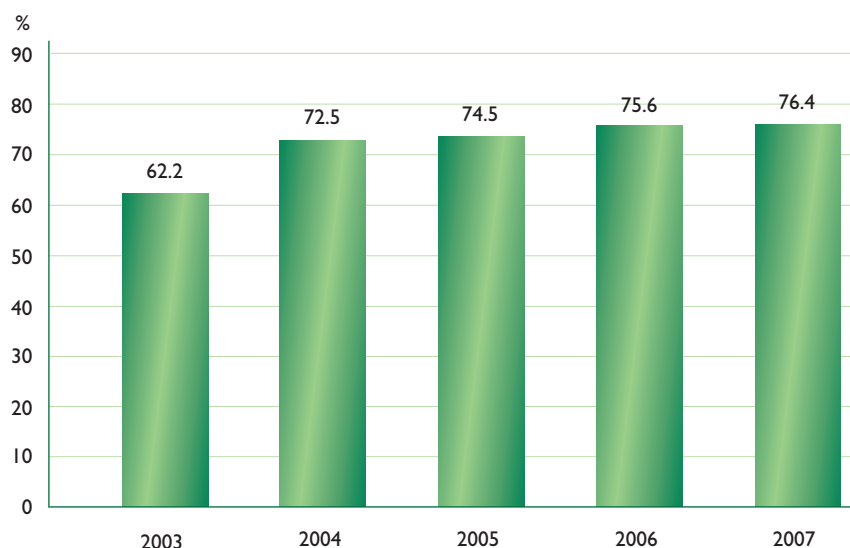


Figure 6 : Percentage of children deemed suitable of inclusion 2003 - 2007



Garda Restorative Cautions and Conferences

The presence of the victim at a formal caution or at a family conference is provided for in the Children Act 2001 (sections 26 and 29 respectively) and it is here that the concept of restorative justice is introduced.

'Restorative justice' is the term used to describe the process whereby the victim of an offence is given the opportunity to meet or have his or her views presented to the offender. It is hoped that the offender will realise that the offence was not merely an offence against law but against a person or a community. It should be noted that restorative justice applies to the formal caution in accordance with sections 26 and 29 of the Act.

In addition to humanising the harm, the behaviour is challenged and an opportunity is afforded to the offender not only to apologise but to also take some action to repair the harm. This act of "restoration" may be by way of replacing goods stolen, compensating for a loss, mending damage caused or agreeing conditions for future behaviour designed to reassure the victim that the offending will not reoccur.

When the victim is invited to attend at the formal caution of a child it is known as a restorative caution. In certain circumstances victims may prefer to have their views represented by way of letter or recording or by having a friend, supporter or other person represent their perspective.

When the victim is invited to attend a family conference in relation to a child it is referred to as a restorative conference. The restorative conference is similar to a restorative caution in many respects. The victim is given a voice and the impact of the offending behaviour is humanised. Where it differs, is that the conference makes a greater effort to engage a broader range of expertise in an attempt to challenge the child's behaviour and to support any change that might come about as a result of the conference. For instance, those present at the conference might include not only the victim and the victim's supporters but also the child's schoolteacher, social worker, extended family or any other person who may have a positive influence on his or her future behaviour.

Collectively restorative cautions and restorative conferences are referred to as restorative events. A total of 378 restorative events were held in 2007 an increase of 71 on the 2006 total of 307. The 378 events comprised of 373 restorative cautions and 5 restorative conferences which involved 538 children. This increase is an indication that the principles of restorative justice are being applied more often by Juvenile Liaison Officers as a means of processing cases referred to the Diversion Programme. Table 4 shows the number of events on a regional and divisional basis.

Offence types for which restorative events were held included road traffic offences, breaches of public order, assaults, robbery, burglary, theft and criminal damage.

The Committee is satisfied that good progress is continuing to be made in the development of the restorative justice element in accordance with Part 4 of the Act.

Restorative Justice Events 2007 per Region and Division

Table 4

	2004	2005	2006	2007
EASTERN REGION				
CARLOW/KILDARE	3	7	11	8
LAOIS/OFFALY	4	6	8	10
LONGFORD/WESTMEATH	4	6	4	7
LOUTH/MEATH	1	10	14	14
EASTERN REGION TOTAL	12	29	37	39
DUBLIN MET. REGION				
EASTERN	8	26	33	34
NORTH CENTRAL	0	6	4	8
NORTHERN	7	12	12	52
SOUTH CENTRAL	1	9	11	12
SOUTHERN	12	21	17	18
WESTERN	0	24	23	16
DUB. MET. REGION TOTAL	28	98	100	140
NORTHERN REGION				
CAVAN/MONAGHAN	1	1	6	9
DONEGAL	3	6	3	6
SLIGO/LEITRIM	3	4	0	3
NORTHERN REGION TOTAL	7	11	9	18
SOUTH EASTERN REGION				
TIPPERARY	4	3	4	3
WATERFORD/KILKENNY	11	14	10	18
WEXFORD/WICKLOW	5	6	8	16
SOUTH EASTERN TOTAL	20	23	22	37
SOUTHERN REGION				
CORK CITY	11	20	39	47
CORK NORTH	2	13	12	17
CORK WEST	13	29	42	26
KERRY	0	4	8	6
LIMERICK	0	13	11	9
SOUTHERN REGION TOTAL	26	79	112	105
WESTERN REGION				
CLARE	0	0	1	0
GALWAY WEST	5	5	4	12
MAYO	11	8	10	10
ROSCOMMON /GALWAY EAST	9	9	12	17
WESTERN REGION TOTAL	25	22	27	39
TOTALS	118	262	307	378

Events include both cautions and conferences under section 26 and 29 of the Children Act

Children Considered Unsuitable for Inclusion

3,208 children were deemed not suitable for inclusion in the diversion programme.

A case is recorded as unsuitable if;

- the child does not accept responsibility for the behaviour
- it would not be in the interests of society to caution the child
- the child is offending persistently

These matters are then returned to local Garda management who decide, following consultation with the Director of Public Prosecutions where appropriate, if a prosecution will be taken.

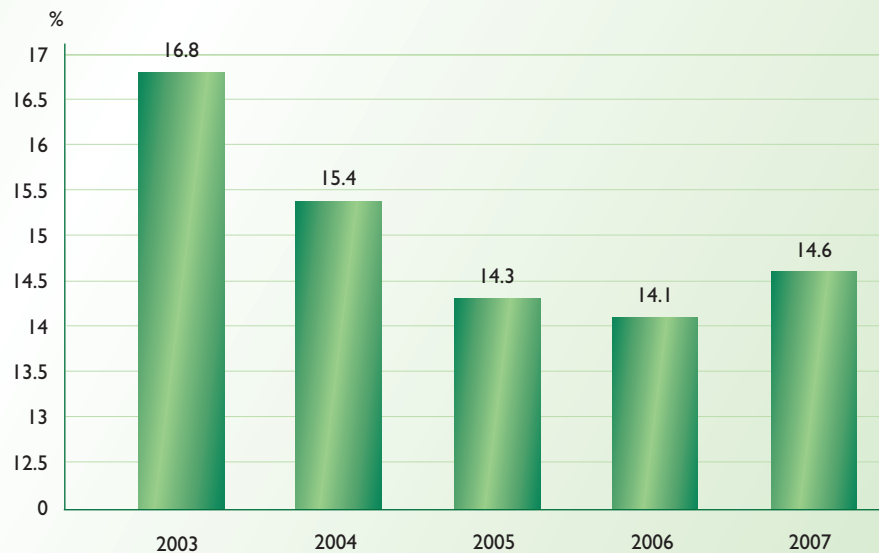
Figure 7

Number of children considered to be unsuitable for inclusion 2003 - 2007



Figure 8

Percentage of children considered unsuitable for inclusion 2003 - 2007

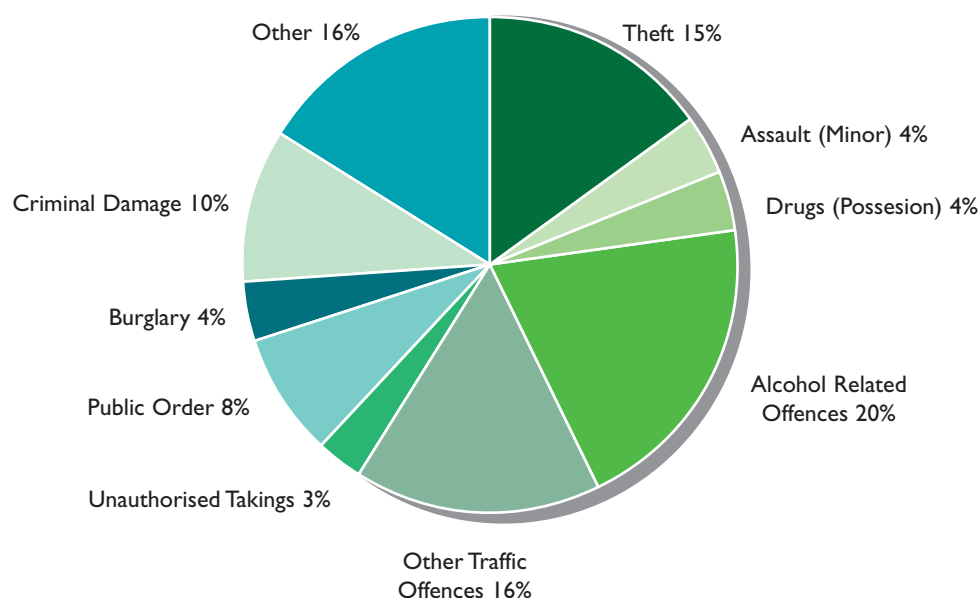


Types of offences for which children were referred

There is no significant change in the category of offence for which children were referred to the programme. Alcohol related offences 19.7%, road traffic offences 15.7% and theft 15.1% are the three most common offences. The level of offending for these three categories has not changed significantly compared with the 2006 figures.

Figure 9

Principal offences in respect of which referrals were made in 2007



The 16% 'other' in the pie chart above is the combined total of other offences, none of which accounted for more than 4% of the overall total. The type of offence and percentage amount can be found in table 5.

The following two tables show the offence category in respect of which children were referred. Table 5 shows the main offence categories and Table 6 gives a more detailed breakdown for selected categories.

Table 5

	Number	Percentage
Theft	4240	15.2%
Fraud related offences (see Table 6 E)	258	0.9%
Possession of articles with intent	35	0.1%
Robbery (incl. demanding money with menaces)	272	1.0%
Burglary	1169	4.2%
Aggravated burglary	10	–
Handling stolen property	252	0.9%
Criminal damage	2833	10.2%
Arson	121	0.4%
Unauthorised taking/carriage/interference with M.P.V	937	3.4%
Traffic offences (see Table 6A)	4390	15.8%
Alcohol related offences (see Table 6B)	5536	19.9%
Public order (see Table 6C)	2330	8.4%
Drugs (Possession)	972	3.5%
Drugs (Sale/Supply)	138	0.5%
Possession of offensive weapons etc.	432	1.6%
Firearms related offences	64	0.2%
Assault minor	1234	4.4%
Assault on Garda	50	0.2%
Serious assault (see Table 6D)	477	1.7%
Begging	43	0.2%
Sexual offences (see Table 6 F)	87	0.3%
Casual trading offences	79	0.3%
Trespass/found on enclosed premises	1381	5.0%
Railway Acts (trespass line, stone throwing, non-payment of fare)	37	0.1%
Street and house to house collections	50	0.2%
Public mischief (incl. hoax telephone calls)	92	0.3%
False imprisonment	3	–
Offences against animals	4	–
Miscellaneous	327	1.2%
	27853	100.0%

Table 6

(A) Other traffic offences	
Insurance offences	819
Dangerous driving	296
Careless driving	231
Pedal cycle offences	9
Holding a mobile phone whilst driving	133
Drunk driving offences	123
No driving licence	248
Hit and run traffic accident	28
No helmet/seatbelt	440
Speeding	847
No road tax	587
Dangerous driving causing death	1
Miscellaneous	628
Total	4390
(B) Alcohol related offences	
Purchase/possession/consumption of alcohol	2107
Intoxication in public place	3360
Drunk and disorderly/danger to traffic	3
Simple drunkenness	0
Found on licensed premises	66
Miscellaneous	0
Total	5536
(C) Public order offences	
Affray	27
Riot	0
Urinate in public	17
Disorderly conduct in public	118
Threatening behaviour etc.	1481
Failure to comply with Garda direction/Obstruction	463
Wilful obstruction	21
Violent disorder	20
Other	183
Total	2330

Table 6 (continued)

(D) Serious assault	
Murder	2
Assault causing serious bodily harm	18
Assault causing bodily harm	457
Assault with intent	0
Total	477
(E) Fraud related offences	
Forgery/uttering/fraud	25
Fraud Deception	233
Embezzlement	0
Total	258
(F) Sexual offences	
Aggravated sexual assault	2
Sexual Assault	55
Indecency	9
Rape/unlawful carnal knowledge (including attempt)	17
Loitering for purpose of prostitution	0
Soliciting for purpose of prostitution	0
Other	4
Total	87

The following figures show the number of referrals received over the past five years for theft, criminal damage, burglary, public order, vehicle offences and alcohol related offences.

Figure 10

Referrals for theft 2003 - 2007

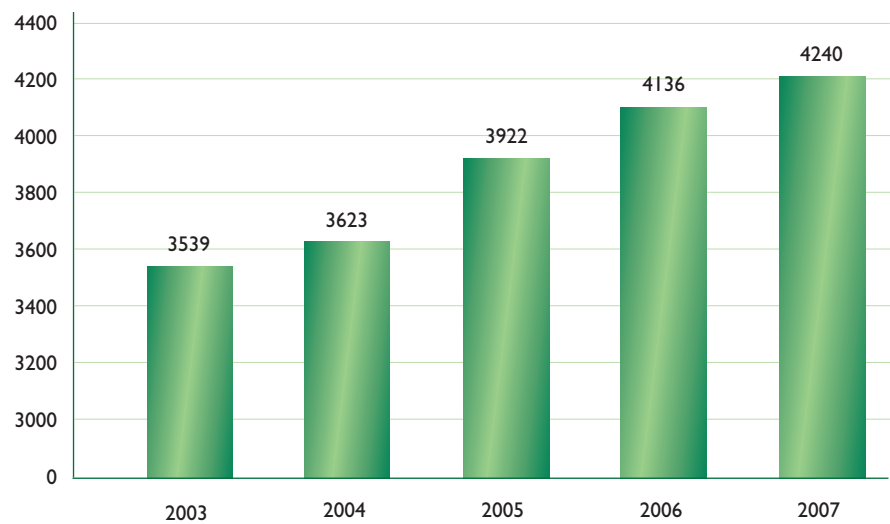


Figure 11

Referrals for criminal damage 2003 - 2007

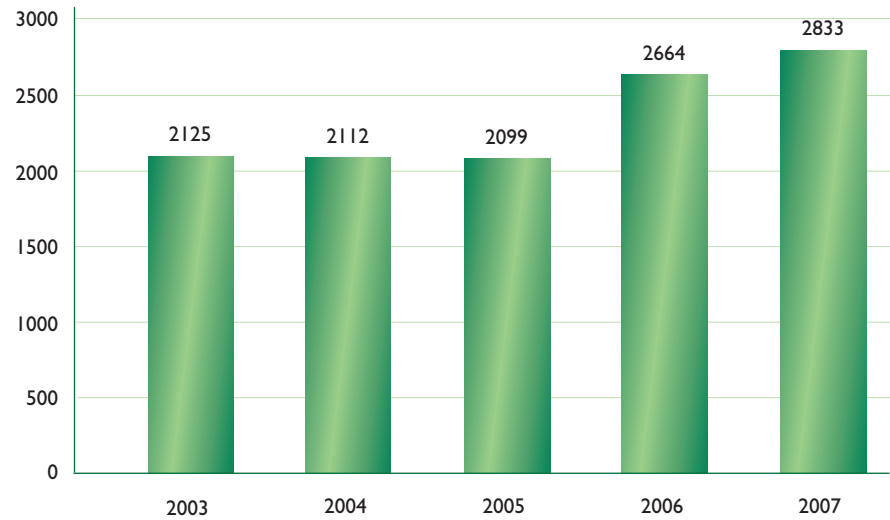


Figure 12

Referrals for burglary 2003 - 2007

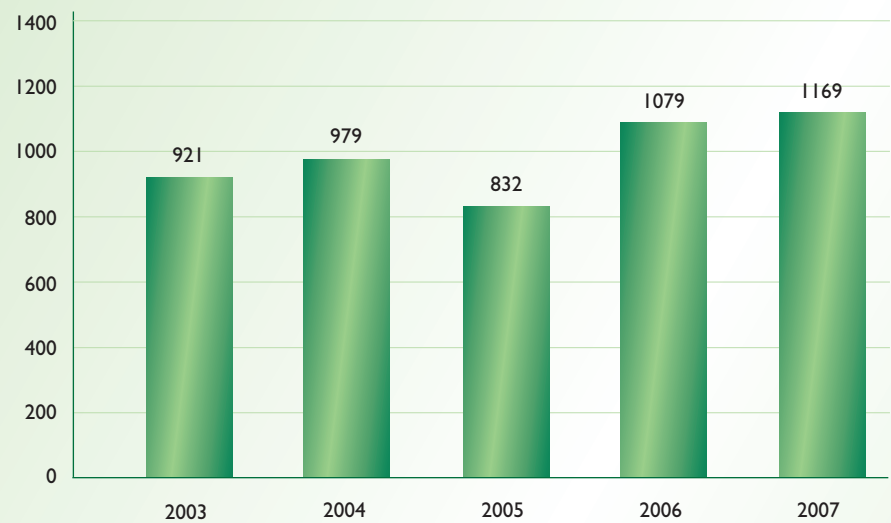


Figure 13

Referrals for public order 2003 - 2007

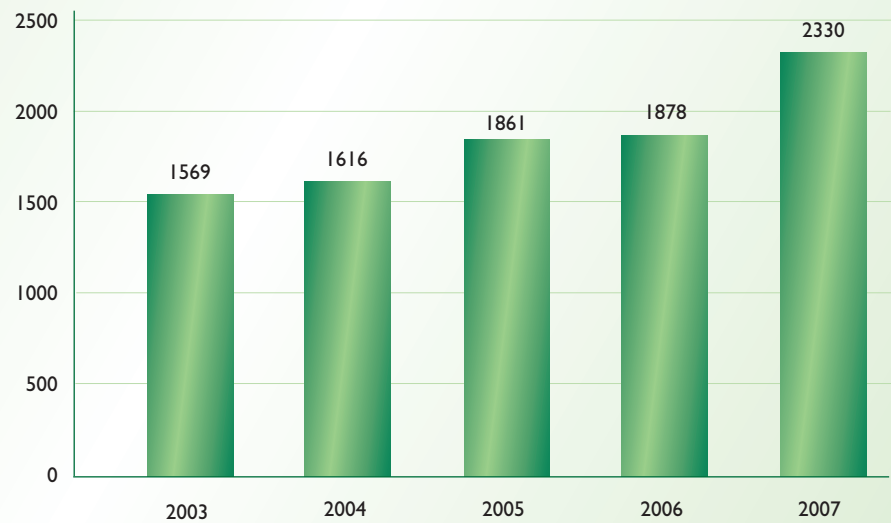


Figure 14

Referrals for vehicle offences 2003 - 2007

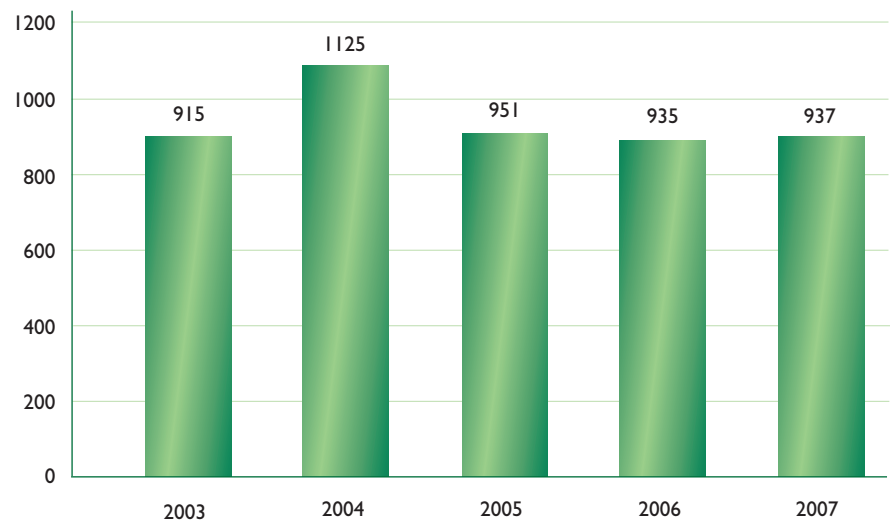
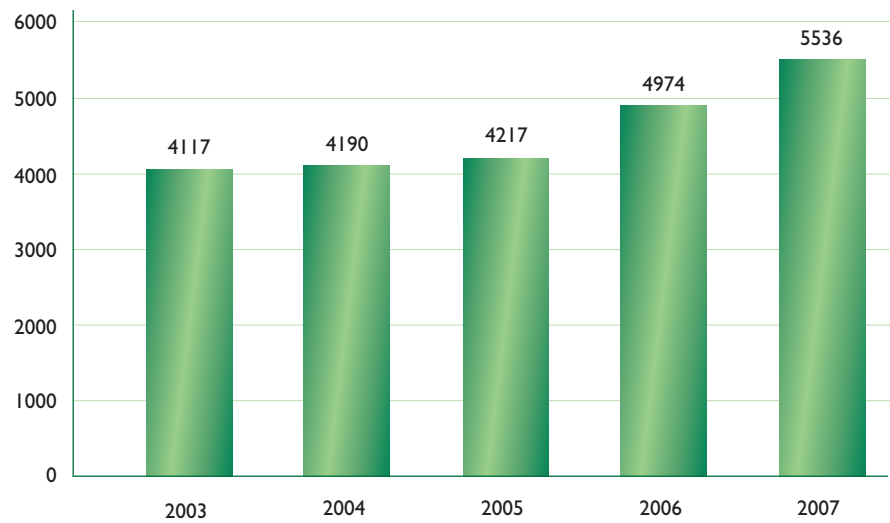


Figure 15

Referrals for alcohol offences 2003 - 2007



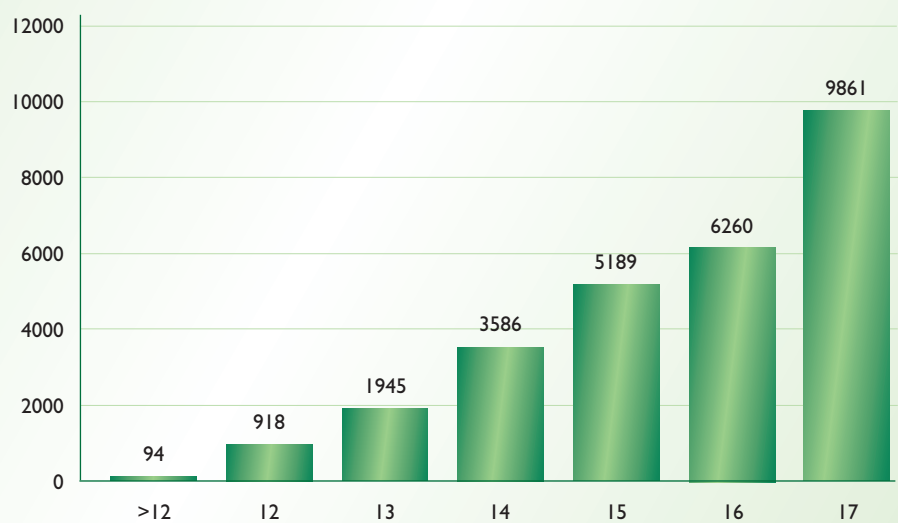
Age Profile of Children Referred to the Diversion Programme

The chart below outlines the age profile of children referred to the Diversion Programme. Of those referred the following are the percentage of the children in each age category.

- 35% were aged 17 years
- 22% were aged 16 years
- 19% were aged 15 years
- 13% were aged 14 years
- 7% were aged 13 years
- 3% were aged 12 years
- > 0.33% were below the age of 12 years

Figure 16

Age Profile of children referred



Training and Development

Training

In October 2007 a new training programme for Juvenile Liaison Officers (JLO) was introduced by the National Juvenile Office (NJO). The training programme was developed by a working group comprised of JLO's, staff of the NJO and staff of the Garda College.

The programme consists of five modules delivered over an eighteen month period.

1. Introduction to the work of a JLO and appointment of a mentor. Familiarisation visit to the NJO and presentation of training pack and reading material.
2. One week training programme that includes presentations and discussion on The Children Act 2001, Youth Offending, Sexual Offending, Communication Skills, Garda Procedures, Ethics and Best Practices in Youth Justice.
3. Restorative Justice Training; three days training in the 'Real Justice' model of cautioning and the principles of Restorative Justice.
4. Eighty hours mediation training delivered over a four month period. Training is certified by the Mediation Institute of Ireland.
5. A revision module covering all aspects of learning to date.

The Committee is aware of efforts by the National Juvenile Office in continuing to attain a third level accreditation for Juvenile Liaison Officers on completion of their training. The Committee fully supports the endeavours of the National Juvenile Office in this regard.

Observations and Recommendations

The committee is satisfied

- with the leadership shown and the efforts made by the Director of the Programme and the staff of the National Juvenile Office with regard to the development of the Diversion Programme as set out in the Act.
- from information coming to the Committee that Juvenile Liaison Officers are operating Part 4 of the Children Act, in particular the concepts of restorative justice and that they are availing of the opportunity to increase their skills by way of additional training.

The Committee recommends that

- The National Juvenile Office continues with its endeavours to secure 3rd level accreditation for trained Juvenile Liaison Officers.
- The numbers of Juvenile Liaison Officers employed in each Garda Division be kept under review.
- a comprehensive policy document be produced in respect of all sections of part 4 of the Children Act 2001.

Appendices – Human Resource structure

