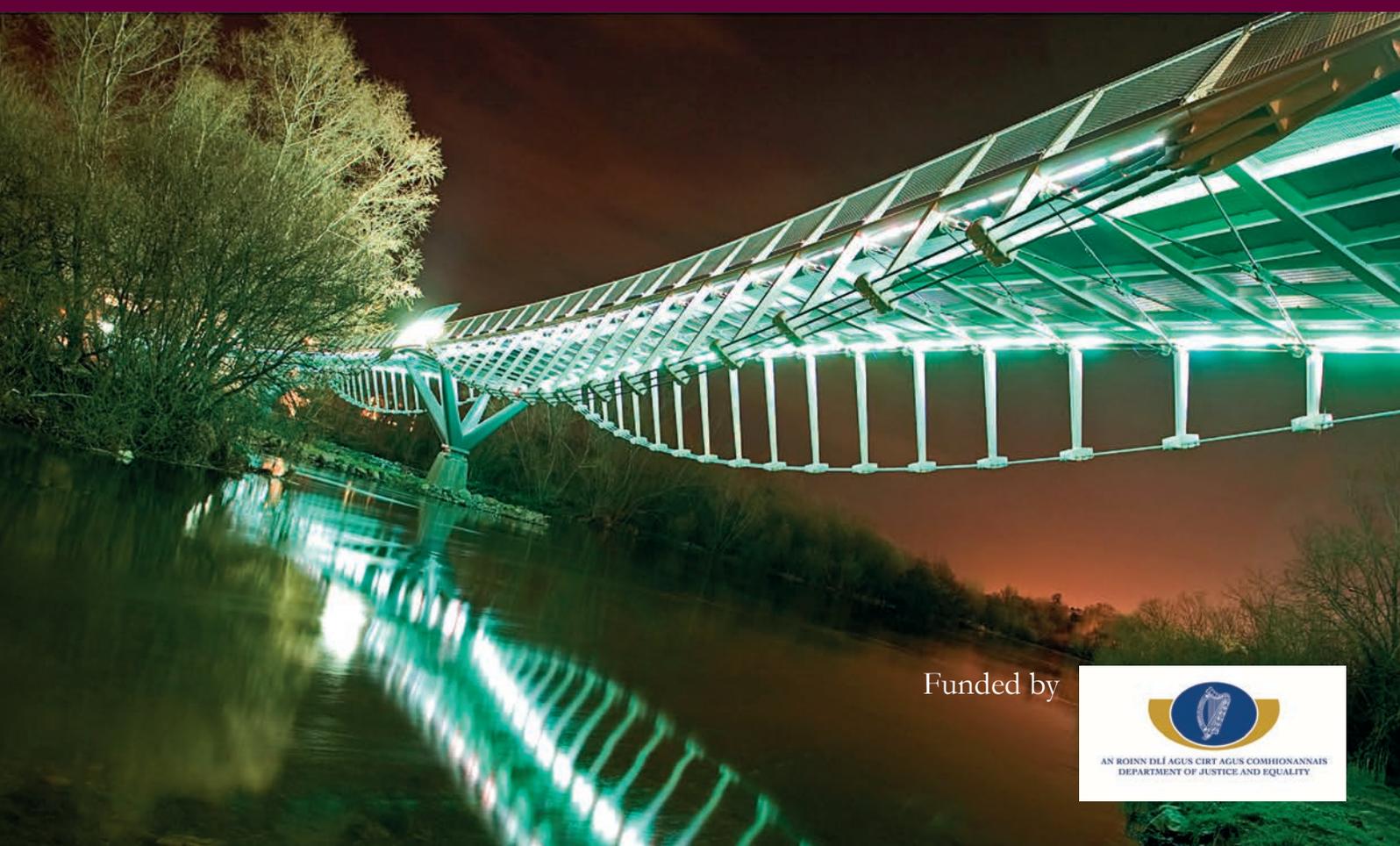




UNIVERSITY *of* LIMERICK
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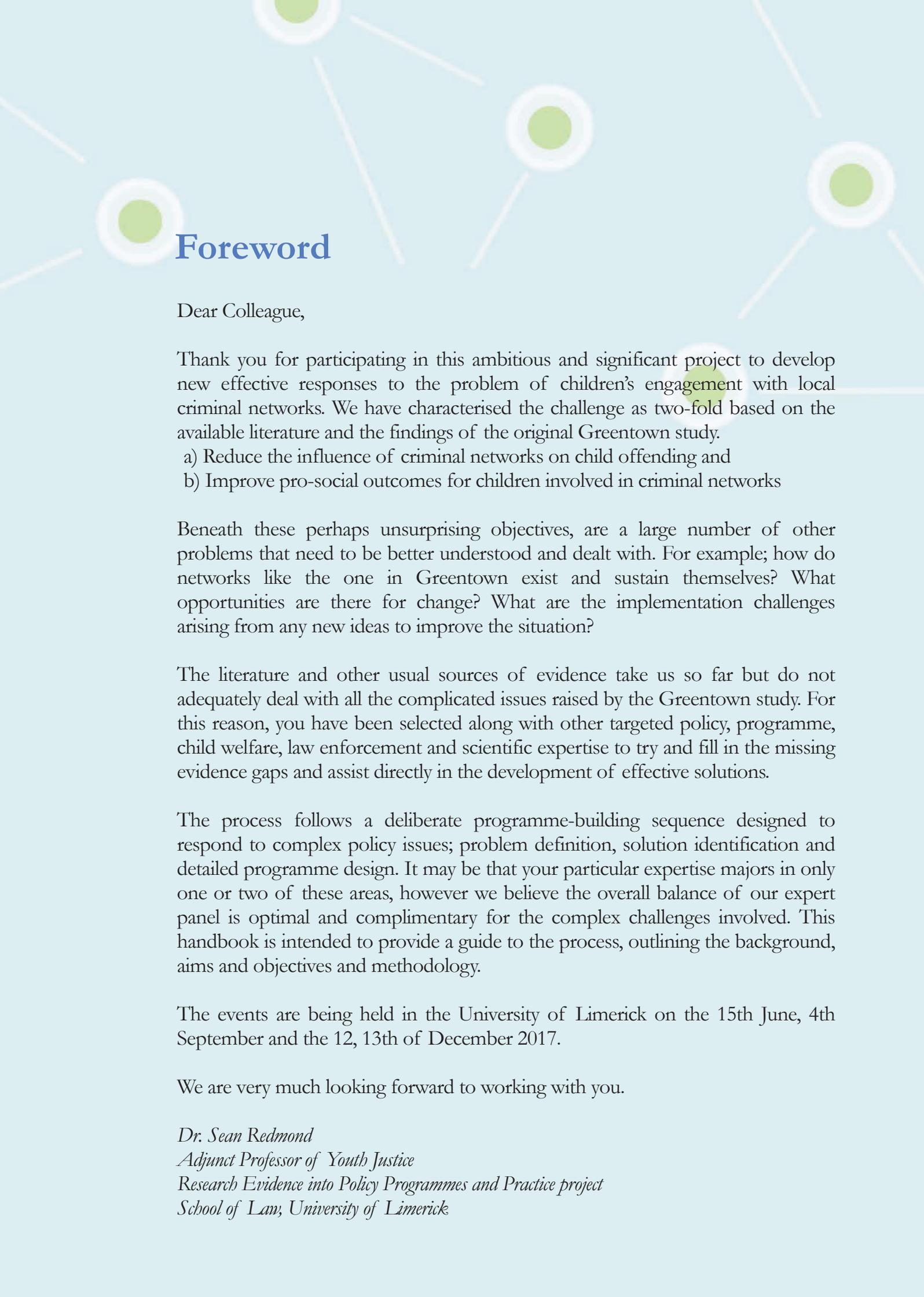
Greentown Programme Design Handbook



Funded by



AN ROINN DLI AGUS CIRI AGUS COMHIONANNAIS
DEPARTMENT OF JUSTICE AND EQUALITY



Foreword

Dear Colleague,

Thank you for participating in this ambitious and significant project to develop new effective responses to the problem of children's engagement with local criminal networks. We have characterised the challenge as two-fold based on the available literature and the findings of the original Greentown study.

- a) Reduce the influence of criminal networks on child offending and
- b) Improve pro-social outcomes for children involved in criminal networks

Beneath these perhaps unsurprising objectives, are a large number of other problems that need to be better understood and dealt with. For example; how do networks like the one in Greentown exist and sustain themselves? What opportunities are there for change? What are the implementation challenges arising from any new ideas to improve the situation?

The literature and other usual sources of evidence take us so far but do not adequately deal with all the complicated issues raised by the Greentown study. For this reason, you have been selected along with other targeted policy, programme, child welfare, law enforcement and scientific expertise to try and fill in the missing evidence gaps and assist directly in the development of effective solutions.

The process follows a deliberate programme-building sequence designed to respond to complex policy issues; problem definition, solution identification and detailed programme design. It may be that your particular expertise majors in only one or two of these areas, however we believe the overall balance of our expert panel is optimal and complimentary for the complex challenges involved. This handbook is intended to provide a guide to the process, outlining the background, aims and objectives and methodology.

The events are being held in the University of Limerick on the 15th June, 4th September and the 12, 13th of December 2017.

We are very much looking forward to working with you.

Dr. Sean Redmond

Adjunct Professor of Youth Justice

Research Evidence into Policy Programmes and Practice project

School of Law, University of Limerick

Our Panel of Experts

Name	Required Expertise	Location
Aiden Sidebottom	Programme design	University of Central London
Anna Quigley	Front-line experience of criminal gangs, drugs	Citywide Dublin
Anthony Pettit	Law enforcement management and front-line issues	An Garda Síochána
Barry Coonan	PULSE analysis, network analysis, collaborator in original Greentown study	An Garda Síochána
Carlo Morselli	Social network analysis involving organised crime	University of Montreal
Ciara Guiney	Research into drugs -related gang activity, criminal networks	Health Research Board
Colette Quinn	Youth Justice policy, Law, human rights, criminal justice system	An Garda Síochána
Darren Broomfield	Practice experience with young people and front-line experience with criminal gangs	Probation (South West)
Eddie D'Arcy	Practice experience with young people and front-line experience with criminal gangs	Compass
Edward Kleemans	Serious and organised crime	Amsterdam University
Eimear Spain	Law, human rights, emotions and behaviour	University of Limerick
Eoin O'Meara Daly	Practice experience with young people and Greentown researcher	University of Limerick
Giulia Berlusconi	Social network analysis involving crime networks	National University of Ireland Maynooth
James Densley	Primary research into children involved in gangs and networks	Metropolitan State University, Minnesota
James Windle	Primary research into children involved in gangs and networks	University of East London
Jim Gibson	Child welfare and youth justice experience at practice and senior management level	TUSLA (The child and family agency)
Johnny Connolly	Primary research into communities affected by crime networks	University of Limerick
Kasey Treadwell-Shine	Designing programs in complex policy areas	Department Social Protection
Michael Kelly	Youth crime policy, programmes and practice	Department Justice & Equality
Michael Little	Programme design, theory of change, evaluation	Dartington Research Unit
Niamh Hourigan	Primary research into communities affected by crime networks	University of Cork
Nicola Carr	Primary research into children involved in paramilitary groups	University of Nottingham
Paddy Duffy	Youth Crime policy, programmes and practice	Department Justice & Equality
Pat McCarthy	Practice experience with young people and front-line experience with criminal gangs	NGO, Outreach- Limerick
Pete Lunn	Behavioural Economist	ESRI
Sean Redmond	Policy, programmes and practice; Principal Investigator Greentown Study	University of Limerick
Siobhan McAlister	Primary research into children involved in paramilitary groups	Queens University Belfast
Thomas Grund	Social network analysis involving crime networks	University College Dublin
Thomas O'Riordan	Front-line experience of young people and criminal justice system	An Garda Síochána
Timothy O'Connell	Front-line experience of young people and criminal justice system	An Garda Síochána

What is required of you as an expert?

We wish each panel member to be as informed as possible about the Greentown findings as the analysis and findings of this study are the point of departure for the programme design process.

Each panel member has received three versions of the Greentown report.

Format	Estimated Review time
Greentown report (Full)	5 hours approximately
Greentown Report (Key Findings)	60 minutes approximately
Greentown presentation (video)	40 minutes approximately

The video presentation of the Greentown project can be accessed by following this link:

<https://drive.google.com/open?id=0B2UmRzdMKEDOVbP2Y3SUd0WGM>

This link is also available to download in MP4 format through google drive, the quality will be superior, however, download time will vary depending on your connection.

It is expected that each panel member reviews at least one of these formats and prepares a short-written input, we suggest 1-2 pages of bullet points (3 minutes) to be shared with the expert panel on the 15th of June Workshop 1.

Background

The Greentown programme design workshops are part of a larger research project undertaken by the School of Law, University Of Limerick. The original Greentown study 2010-2014, provides evidence for the existence of crime networks in Ireland and their use of children in criminal enterprise. The original research utilised a case study design and therefore is limited in terms of its generalisability. In order to explore the validity and generalisability of the Greentown findings, the study is being replicated and elaborated in 2017. This is being conducted in two locations similar to the Greentown study and with a national survey of Garda Juvenile Liaison Officers.

A key objective of this follow-on research is to **design a programme to respond to the findings of the Greentown study**. This will involve the collaboration of international and national experts in the areas of youth offending, social network analysis, law enforcement, child welfare, governance, research and evaluation, policy and programme design. The objective of the process is to examine the important features highlighted in the Greentown study and to engage in a design process that will lead to the development of interventions which are capable of responding to the problem. The process of three deliberative workshops is expected to broaden the research base and enhance the capacity of programmes for children and young people involved in serious crime where there is a network influence. This collaboration also offers a rare opportunity for Irish experts from a range of disciplines to work side-by-side with international scientific experts.

Aim of Workshops

To identify and outline the broad specifications for a programme in Ireland to:

- Reduce the influence of criminal networks on child offending and
- Improve pro-social outcomes for children involved in criminal networks

Objectives

Examine the problem of children involved in criminal networks in Ireland.

Workshop 1, June 15th 2017:

This one-day workshop will focus on **problem definition**. The expert panel will work from the same problem description [i.e. presented in the Greentown study]. The objective will be to identify and pool the range of expert knowledge through a close examination of the problem. The underpinning rationale is that a comprehensive understanding of the problem is required before solutions can be identified.

Identify the elements of the situation that can change.

Workshop 2, September 4th 2017:

This one-day workshop will focus on the elements of the **situation that can change** for children in similar situations as those identified in Greentown. The underpinning rationale is that by framing solutions, identifying their strengths, limitations, consequences and the strategies conceived to arrive at solutions, requires discussion and understanding before interventions can be designed.

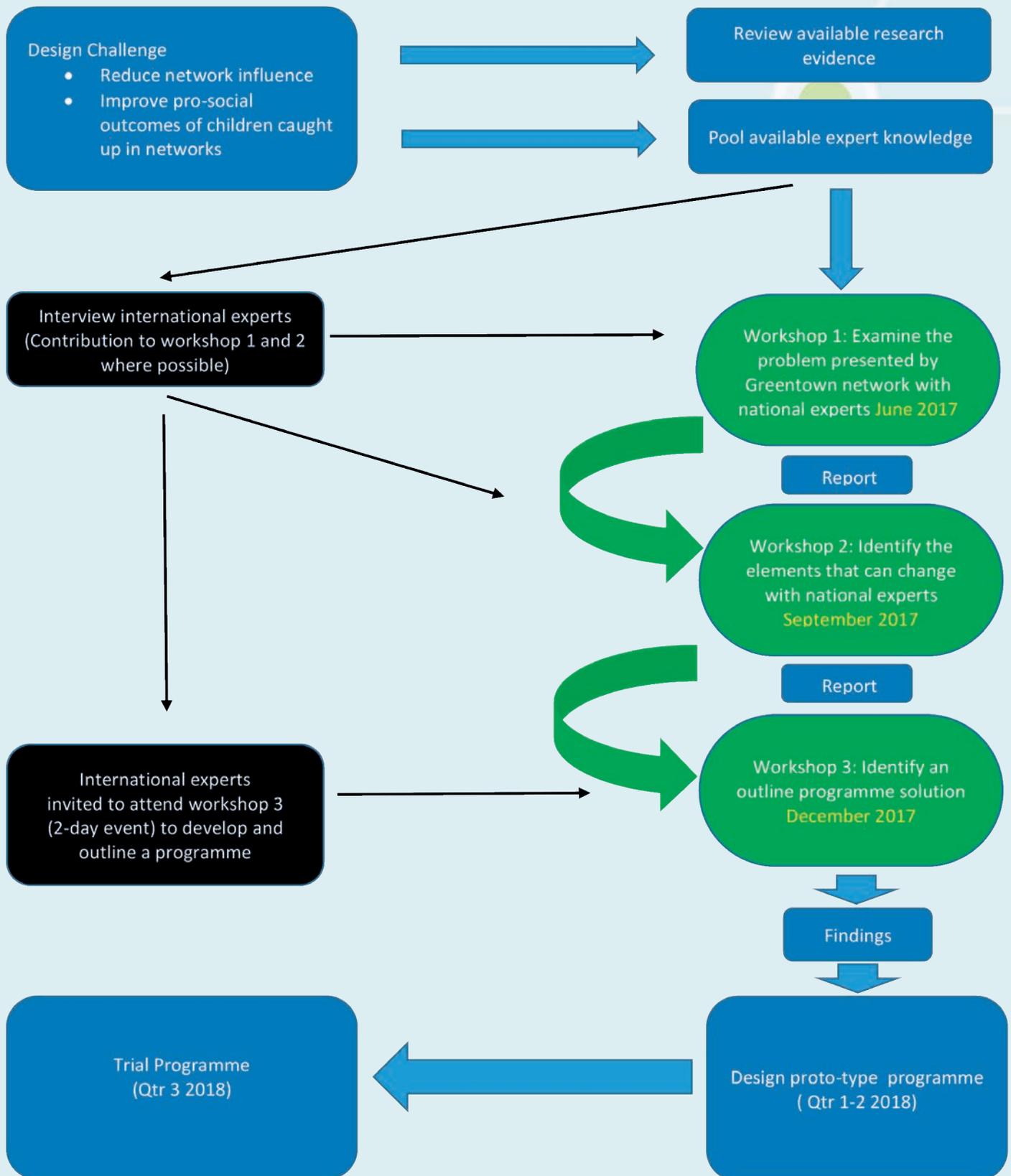
Outline a multi-faceted programme solution to complex youth offending.

Workshop 3, December 12th and 13th 2017:

This two-day workshop will focus on **detailed intervention design**. The objective will be to generate ideas for an intervention based on workshops 1 and 2 and to stress test suggestions for programme responses before implementation in the field.

Each of the sessions will be video-recorded to ensure maximum retrieval of data and range of perspectives.

Figure 1. Overview of design process



Design Process

As illustrated in Figure 1, the design process will follow a logical sequence from problem definition to design. Activities that relate to the research team are indicated in blue. Activities that relate to the panel of experts in conjunction with the research team are indicated in green. Activities that relate to the international experts are indicated in black. international experts will join workshops 1 and 2 by pre-recorded interview and in person for workshop 3 working together with Irish experts to design a programme.

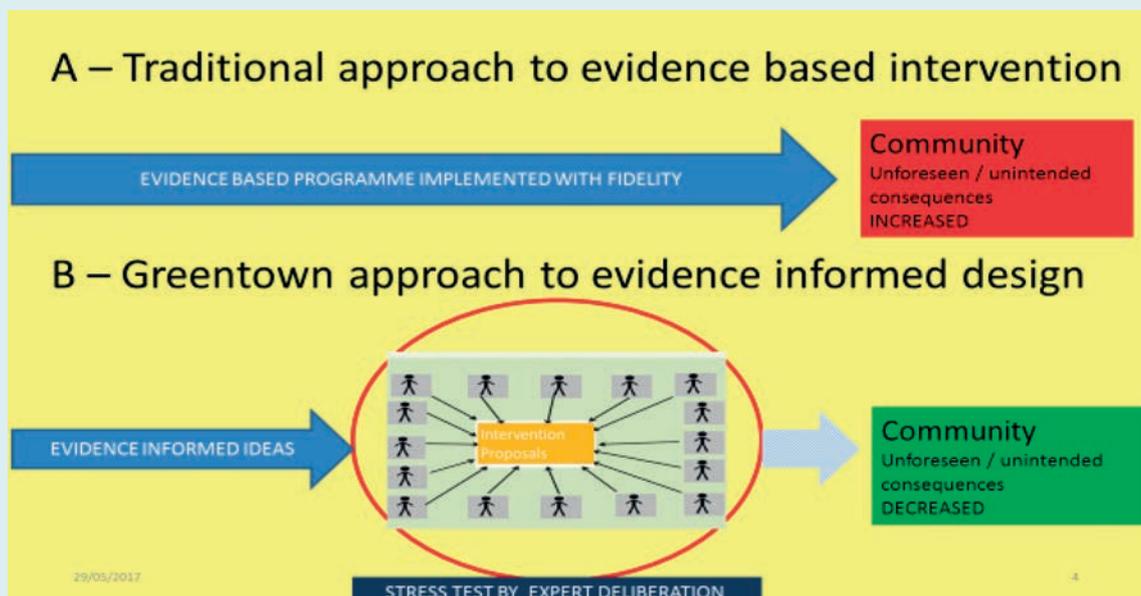
Three options for briefing material have been circulated to experts: the full Greentown report, Greentown key findings and a video presentation on the Greentown study. Assuming that each expert has reviewed at least one of these sources prior to the process commencing, panel members will be sufficiently informed about the Greentown findings. The pre-reading is essential because the analysis and findings of this study are the point of departure for the programme design process. We will update expert members throughout the process of any relevant developments from the parallel replication study which is now underway. At the end of each session a report will be prepared by our research team and circulated to the panel. This report will capture the key issues raised and provide the start point for workshops 2 and 3.

Reducing the risk of unintended consequences

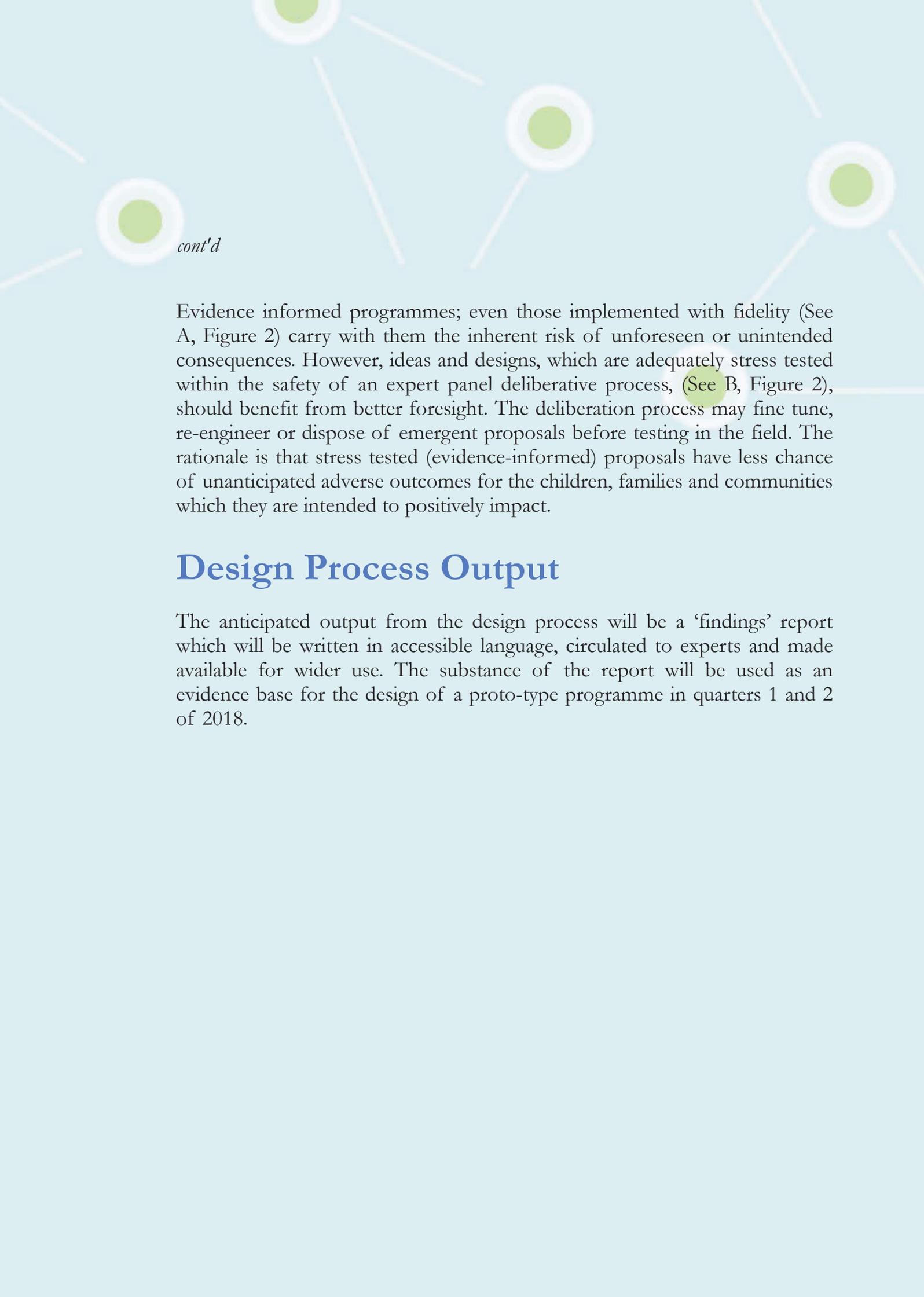
One intended feature of the expert deliberation process is its capacity for internal stress testing (See Figure 2).

In sum, the panel of selected experts will, over the process of three workshops, develop considerable familiarity with the Greentown problem and tactics for remedying the problem; recognising its multi-dimensional properties. In workshop two and the first part of workshop three, experts will develop and propose solutions clearly identifying the rationale and logic for each idea and how it relates to the Greentown problem. The final part of the design process will subject these evidence-informed ideas, suggestions, part-cooked and fully formed interventions to multi-expert critical appraisal.

Figure 2. Approach to design



Similar to stress testing in the field of engineering each **idea-component** proposed for the final programme will be tested (indeed overstretched) by simulating real life implementation scenarios. The value of these simulations created by experts who deal with real-life contexts is that the tendency for evidence informed programmes to fail when they are deployed in complex contexts such as Greentown, should be reduced.



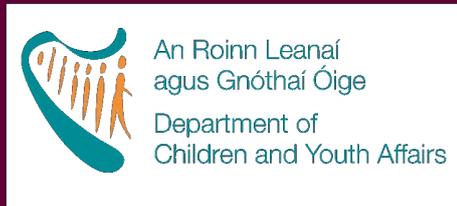
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Evidence informed programmes; even those implemented with fidelity (See A, Figure 2) carry with them the inherent risk of unforeseen or unintended consequences. However, ideas and designs, which are adequately stress tested within the safety of an expert panel deliberative process, (See B, Figure 2), should benefit from better foresight. The deliberation process may fine tune, re-engineer or dispose of emergent proposals before testing in the field. The rationale is that stress tested (evidence-informed) proposals have less chance of unanticipated adverse outcomes for the children, families and communities which they are intended to positively impact.

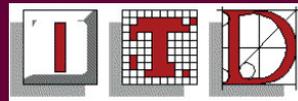
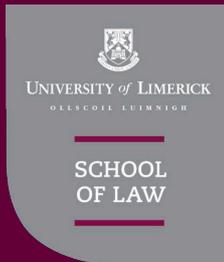
Design Process Output

The anticipated output from the design process will be a ‘findings’ report which will be written in accessible language, circulated to experts and made available for wider use. The substance of the report will be used as an evidence base for the design of a proto-type programme in quarters 1 and 2 of 2018.

Greentown is an initiative of the Research Evidence into Policy, Programmes and Practice (REPPP) project funded by the Department of Children and Youth Affairs.



Stakeholders



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