



**ACJRD**

**Strategy Statement**

**2020 - 2022**

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## FOREWORD FROM THE CHAIRPERSON

The Strategy Statement 2020-2022 of the Association for Criminal Justice Research and Development outlines plans, and activities identified by the ACJRD Council to best fulfil the organisation's mission to promote the constructive development of criminal justice policy and practice.

The Strategy Statement reflects the ongoing work of ACJRD and its emphasis on the active participation within the organisation of criminal justice professionals, community workers, researchers, and academics from a wide range of disciplines. Following a period of strategic review, ACJRD is strengthening its structure and operation through the creation of a Research Hub and a range of flexible online modalities. The Strategy Statement embodies our ambition to realise ACJRD's full potential through many and varied initiatives in the period 2020-2022.

As with all work of the ACJRD, the plans outlined in this document would not be possible without the support of our funders, the dedication of our volunteer Council members and the commitment of our part-time staff and volunteers.

Council, Staff and Volunteers have been inspired in our collective work for ACJRD by the participation and support of our members, the generosity and professionalism of our conference and seminar speakers, and the enthusiasm and effort of our student volunteers.

A handwritten signature in black ink that reads "Maura Butler". The signature is written in a cursive style with a large, stylized initial 'B'.

Maura Butler, Chairperson


## WHAT IS THE ACJRD?

The Association for Criminal Justice, Research and Development (ACJRD) is an independent, charitable organisation dedicated to the fair and effective operation of the criminal justice system. It seeks to promote the constructive development and innovative reform of criminal justice through dialogue, collaboration, and research.


ACJRD is a forum where professionals, researchers and academics can discuss law, policy, and practice in an open and inclusive environment. Working closely with community, voluntary and state agencies, it seeks to promote mutual understanding, cooperation, and the highest standards of professional practice in criminal justice.

ACJRD is also a hub for criminal justice research and education. It conducts multi-disciplinary research projects, independently and in collaboration with other organisations, and makes submissions to government on policy initiatives. The ACJRD website serves as a repository for evidence-based policy, research publications and up-to-date information on developments in the field.

The activities of ACJRD include three prominent annual events: the ACJRD Annual Conference, the Irish Criminal Justice Agencies Conference, and the Martin Tansey Memorial Lecture. The Organisation regularly hosts seminars and workshops (in webinar format during pandemic restrictions) on topical issues and specialised aspects of criminology, penology, law, and justice. Each year, ACJRD engages with other organisations and institutions on diverse initiatives, activities, and events. Among its international collaborations, the organisation is actively engaged in the UK-Irish Criminal Justice Cooperation Network which is currently analysing the implications of Brexit for criminal justice.



**Our Vision is**  
The Fair and Effective  
Operation of the  
Criminal Justice  
System



**Our Mission** is to inform  
the collaborative  
development of effective  
evidenced-based policy  
and practice  
in criminal justice

## ACJRD

### Our Values

#### Independence

- Seek, incorporate and objectively represent the collective views of the membership

#### Inclusiveness

- Embrace a broad multidisciplinary membership within and tangential to the criminal justice sector

#### Engagement

- Deliver a multitude of events, facilitate expert groups, request member input at all levels and provide networking opportunities with a focus on sharing and disseminating

#### Collaboration

- Work together with national and international actors and organisations on criminal justice initiatives and projects

#### Evidence-Based

- Emphasize the practical application of the findings of the best available current research

## ACJRD STRUCTURE AND OPERATION

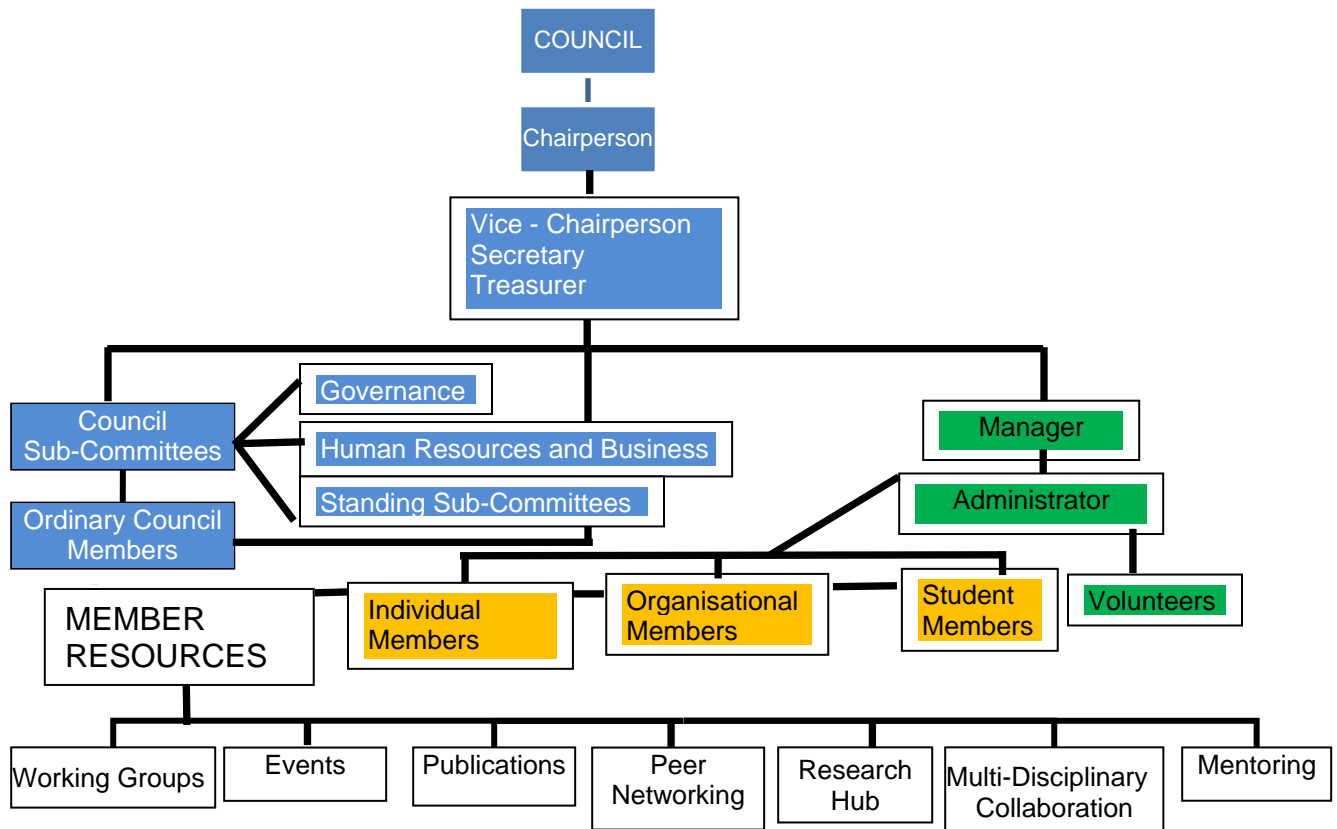
ACJRD is incorporated as a company limited by guarantee with charitable status (Charity number: 15012) and registered with the Charities Regulatory Authority (No. 20050573).

The association is funded in part and supported by the Department of Justice and Equality, the Department of Children & Youth Affairs, the Irish Prison Service, and the Probation Service.

Each year a Criminal Justice agency offers to lead and provide funding for the Annual Irish Criminal Justice Agencies Conference, whose theme they select. ACJRD's research activities are funded on a project-by-project basis from its administration funding. Members support the ACJRD through annual membership subscriptions.

ACJRD comprises individual and organisational members and it operates through a council, patron, officers, sub-committees, part-time staff, and volunteers.

**ACJRD Organisational Chart**





## THE ACJRD COUNCIL



**Patron:** The Hon Mr Justice Michael Moriarty

**Chairperson:** Maura Butler, Solicitor

**Vice Chair:** Professor Shane Kilcommins, University of Limerick

**Co. Secretary:** Deirdre Manninger, Solicitor, Office of the DPP

**Treasurer:** Pauline Shields, Deputy Chief Inspector, An Garda Síochána Inspectorate

### Other Council Members

- Sophia Carey, Knowledge and Research Manager, The Policing Authority
- Yvonne Furey, Principal Officer, Criminal Justice Policy, Department of Justice & Equality
- Liz Heffernan, Associate Professor, Law School, Trinity College Dublin

- Michelle Johnston, Principal Officer, Criminal Courts of Justice, Courts Service
- Gerry McNally, Assistant Director, Corporate Affairs, Probation Service
- Jim Mitchell, Head of Legal & Professional Services, Irish Prison Service
- Tony O'Donovan, Principal Officer, Child Welfare, Policy & Practice, Irish Youth Justice Service, Department of Children & Youth Affairs
- David Sheahan, Assistant Commissioner, Governance and Accountability, An Garda Síochána
- Rowena Toomey, Assistant Revenue Solicitor, Revenue Commissioners

#### **Alternate Council Members with Director and Charity Trustee roles**

- Deirdre Byrne, Solicitor, Office of the DPP
- Donna Creaven, Director, Corporate Services, ICT, Health & Safety, Irish Prison Service
- Síle Larkin, Head of Employment Law, Office of Executive Director, Legal, An Garda Síochána
- Dr. Susan Leahy, Lecturer, Lecturer and Course Director: BA (Criminal Justice), School of Law, University of Limerick
- Paul McDonnell, Principal Officer, An Garda Síochána Inspectorate

#### **Governance**

ACJRD has a Governance Sub-Committee, comprising officers of the Council, which oversees the organisation's operation and activities to ensure full compliance with company, charity, health and safety, employment, data protection and other relevant legislation. The Governance Sub-Committee is assisted in some of this work by Council members who form the Human Resources and Business Sub-Committee. Both Sub-Committees report to the Council. Standing Sub-Committees are formed by agreement between Council Members, as the need arises, to focus on discreet pieces of work.

As a charity, ACJRD must ensure full compliance with the Charity Governance Code. 2020 will be the first year that registered charities will be expected to implement the code and 2021 the first year that they must report on compliance to the Charities Regulator.

Browne Murphy & Hughes Chartered and Certified Accountants, 28 Upper Fitzwilliam Street, Dublin 2, act as the company auditors.

#### **ACJRD ADMINISTRATION**

The Association is administered by a part-time manager and part-time administrator. In addition to carrying out the day-to-day running of ACJRD, the manager and administrator responsibilities include the organisation of conferences and other events. ACJRD is also supported through the generous contribution of members and students who volunteer to assist with events and activities.

## MEMBERSHIP

The ACJRD represents the collective views of its members. Memberships are on an individual or organisational basis, student membership is also offered. Members may be retired or serving personnel. Individual members participate in a private capacity and do not represent their organisation in any way.

Benefits to ACJRD members include:

- Special rates and priority booking on ACJRD conferences, seminars, and other events.
- Access to research publications, conference, and seminar papers. Membership of Working Groups focusing on specialist areas of Criminal Justice
- Circulation of the ACJRD Newsletter.
- ACJRD evidence-based research collaborations.
- Engagement in a range of peer networks.

Organisational membership of ACJRD extends these benefits to all staff within a member organisation.

### ACJRD Member Working Groups

ACJRD members share their expertise and input into the activities of the association through the working group structure. Individual groups utilise members' knowledge and expertise to promote discussion, debate, and events. The ACJRD working groups established to date include: Addiction; Education; Juvenile Justice; Mental Health; Reintegration, Restorative Justice and White-Collar Crime.



## New Development Plans for 2020-2022

For many years, ACJRD carried out specifically funded research. Following a strategic review, the ACJRD decided in 2019 to transition from the traditional organisational focus on doing research to create a Research Hub to provide a service to its members. It also determined to substantially strengthen its IT infrastructure.

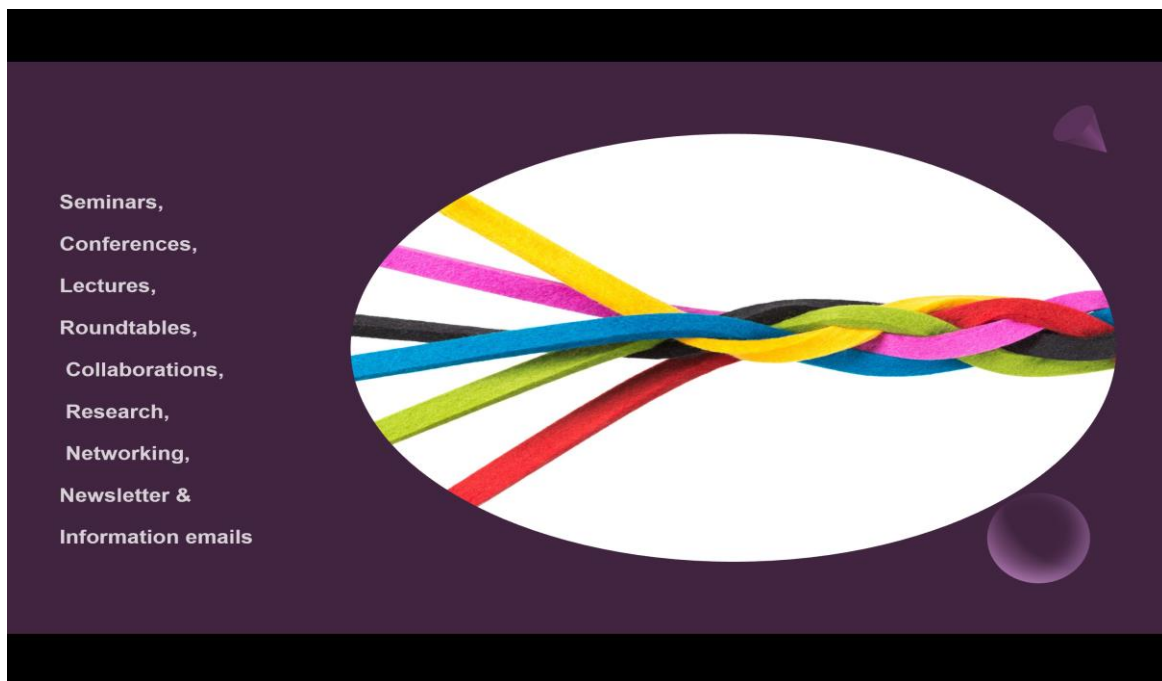
A Strategic Design Standing Sub-Committee has been tasked with working on the implementation of these initiatives, subject to reporting Council for its approval.

As its title suggests, the Research Hub will be a dynamic home for ACJRD's diverse research activity including independent and collaborative projects and submissions to government on proposals for criminal justice development and reform. It will provide a focal point for members to engage with the organisation and other members.

ACJRD is actively engaged in strengthening its IT capacity and resources. The organisation is developing a vibrant interactive website to support the full range of its activities. The re-designed website will serve as a portal through which members and the public can access publications and learn about criminal justice developments. ACJRD is also acquiring online conference and webinar software to enable it to deliver its diverse events in a hybrid of traditional and online formats.

The working groups interactivity mentioned above will be facilitated online, using appropriate IT tools to deliver blogs, podcasts, vodcasts and publications

The new website aims to facilitate other services for members in the fulfilment of its Mission and Vision.



## STRATEGIC PRIORITIES, OBJECTIVES & PLANNED ACTIVITIES

STRATEGIC PRIORITY	OBJECTIVES	PLANNED ACTIVITIES
<b>1. Governance and Stakeholder Engagement</b>	<p>As a charity, ACJRD must ensure full compliance with the Charity Governance Code.</p> <p>As a company, ACJRD must meet the relevant company law requirements.</p> <p>Stakeholder engagement</p>	<p>Implement the Charity Governance Code in 2020</p> <p>Report to the Charities Regulator in 2021 on compliance with the code</p> <p>Meet registration requirements</p> <p>Bring Stakeholder requirements into the work of ACJRD through Membership survey, Board Members, and direct requests for feedback.</p>
<b>2. Develop and Expand Working Group Structure</b>	<p>Augment ACJRD member input into the activities of the association.</p> <p>Utilise members' knowledge and expertise, promoting discussion and debate.</p>	<p>Consult with members in rationalisation of the Working Group structure, prioritising current policy concerns.</p> <p>During the interim transitional period, seminars of interest to members and profiling members work will be delivered.</p>
<b>3. Facilitate Research</b>	<p>Building on the success of past research the ACJRD aims to raise the level of research activity over the period 2020 - 2022.</p>	<p>Implement the Research Hub and related IT frameworks</p> <p>Carry out independent and collaborative research projects.</p> <p>Seek independent research funding where appropriate.</p> <p>Make submissions to government on policy proposals.</p> <p>Engage with universities and researchers.</p> <p>Disseminate research outputs through re-designed website.</p>
<b>4. Digitise ACJRD</b>	<p>Continue to deliver all outputs and explore and exploit all Information a Communication Tools to ensure we meet our Mission, Vision and</p>	<p>Create a vibrant interactive website to support a full range of the association's activities, acquiring online conference and webinar software, a social media presence and online discussion spaces.</p>

	Values for the benefit of our members	
<b>5. Continue Delivering Events</b>	<p>Events are at the heart of ACJRD's mission as a forum for education, dialogue, and transformative debate.</p> <p>Events include conferences, seminars, workshops, and lectures on topical issues.</p> <p>Conference reports and seminar or lecture papers are published on the ACJRD website after the events.</p>	<p>* Develop capacity to deliver online conferences and webinars</p> <p>The programme of events will include:</p> <ul style="list-style-type: none"> <li>• Annual ACJRD Conference.</li> <li>• Annual Irish Criminal Justice Agencies (ICJA) conference.</li> <li>• Martin Tansey Memorial Lecture</li> <li>• Seminars, workshops, and member interest group events.</li> <li>• UK-Irish Criminal Justice Cooperation Network events.</li> </ul> <p>Launch of previous years ACJRD and ICJA Conference Reports.</p>
<b>6. Raise Public Awareness of Issues relating to Vulnerable Individuals and Groups</b>	<p>The perspectives of vulnerable individuals and groups is a permanent feature of ACJRD's work.</p>	<p>Ensure a juvenile justice perspective continues to be represented in ACJRD activities.</p> <p>Include juvenile justice, mental health, and addiction as strands within the Research hub.</p> <p>Promote dialogue and policy debate on the needs of vulnerable individuals and marginalised groups within the criminal justice system.</p>
<b>7. Engagement with students</b>	<p>ACJRD will continue its active engagement with students and academic organisations to further its educational and research objectives.</p>	<p>Award small prizes in relevant university modules to reward academic excellence in the field of criminal justice.</p> <p>Provide volunteering opportunities in connection with ACJRD and ICJA Conferences.</p> <p>Accommodate volunteers where feasible and appropriate.</p>
<b>8. Newsletter</b>	<p>The ACJRD Newsletter is produced in-house and delivered via email to members and interested parties of the Association and is also available on the ACJRD website.</p>	<p>Produce quarterly newsletters and circulate them through re-designed website.</p> <p>Report on forthcoming ACJRD events, recent publications, and news from members.</p> <p>Circulate information about other criminal justice events.</p>

## APPENDIX

### Outputs of ACJRD Strategy 2017–2019

- I. Delivered subject specific conferences and follow up reports
- II. Networking enabler
- III. Repository of information
- IV. Provided submissions to Government proposals
- V. Delivered seminars on relevant topics
- VI. Were open to new ventures (UK/Brexit network)
- VII. Sponsored prizes in Universities
- VIII. Provided a volunteer programme with the opportunity to influence the next generation of Criminal Justice practitioners and policy makers.
- IX. Expanded organisational representation on Council
- X. Expanded membership
- XI. Provide resources to third party conferences