



Business Plan 2020-2022

**‘Consolidate, Organise,
Engage’**

Date Published: 15th July 2020

Updated: 21st December 2021

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President's Foreword

Dear colleagues, members and friends,

As the COVID 19 challenge continues to affect us all and we do the best we can to prevent the spread of the pandemic in our areas of responsibility and private lives, I am glad to introduce ICPA's first Business Plan which will highlight our activities and our future plans. I am also writing to thank you for your continued support as an ICPA member which is now more important than ever.

The ICPA Executive Committee and Executive Team had a very productive planning week in our Brussels' office last February. The team has now develop this Business Plan starting on 1 July with many actions aimed towards strengthening our focus on membership services, improved engagement with members and communication as well as the introduction of a new digital infrastructure. Members have always been and will be in the future the backbone of ICPA and the Board and Executive Team want to refresh our services for members.



Peter Severin
ICPA President

This has of course become even more important in the context of COVID 19.

We unfortunately had to cancel our 2020 conference but will meet again in 2021 in Hong Kong. This is reason for optimism. We will meet in person again, share good practice and just enjoy the opportunity to learn and reflect; that is what I am certainly looking forward to.

A handwritten signature in black ink, appearing to read 'Peter Severin'. The signature is fluid and cursive.

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Structure and Management

ICPA's Board of Directors provides leadership and oversight of the Association and its activities. Comprising a wide range of representation across all world regions and experience from a multitude of sectors, Board Members are constantly engaged throughout the year in a variety of Committees, Chapters, Networks, Taskforces and Projects.



President
Peter Severin
Australia



Vice-President
Hans Meurisse
Belgium



Treasurer
Diane Williams
USA



Board Member
Anne Kelly
Canada



Board Member
Paul Geurts
Netherlands



Board Member
SHIE Yong Lee
Singapore



Board Member
Dorin Muresan
Romania



Board Member
Emiliano Blanco
Argentina



Board Member
Esa Vesterbacka
Finland



Board Member
Jennifer Oades
Canada



Board Member
Leann Bertsch
USA



Board Member
Michael Spurr
United Kingdom



Board Member
Mark Inch
USA



Board Member
Pedro das Neves
Portugal



Board Member
Raphael Hamunyela
Namibia



Board Member
Steven Van De Steene
Belgium

Our Executive Team works diligently to deliver products and services to our members and provide planning and support to the Association’s events and annual conference.



Executive Director
Manon Bisson
Canada



Operations Director
Fraser Bryans
Scotland



Membership Liaison Officer
Beth Johnston
Australia



Communications Officer
Alex Petrov
Bulgaria

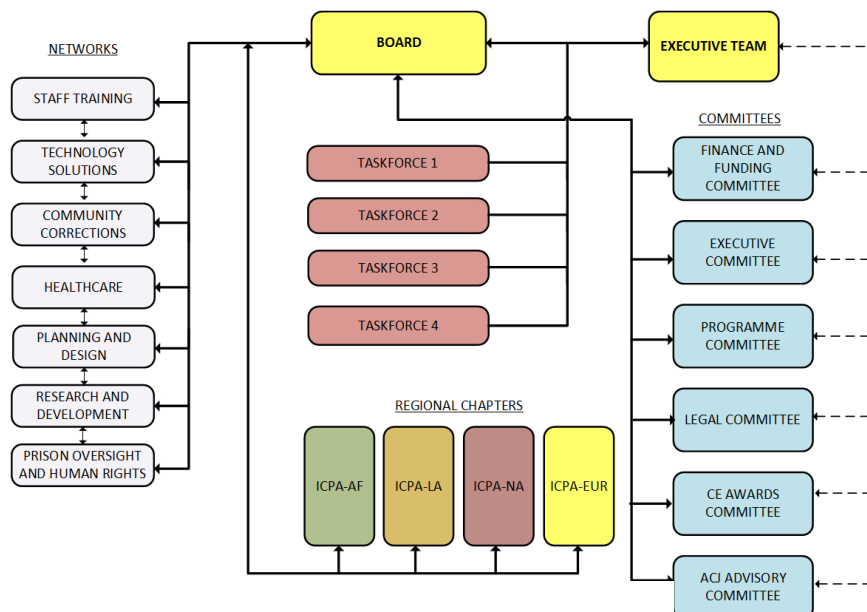


Finance Manager
Jessica Roquemore
USA



Events Officer
Catalin Ungureanu
Romania

ICPA is underpinned by a governance structure which comprises: a) Committees - for monitoring and progressing internal activities; b) Taskforces - groups of volunteers for taking forward specific projects; c) Networks - thematic engagement groups open to members with shared interests and expertise; d) Chapters - groups established in various world regions to increase our relevance and to undertake activities specific to a particular area.



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Who we are

Our Mission, Vision, Values and Objectives

Mission:

To promote and share ethical and effective correctional practices to enhance public safety and healthier communities world-wide

Vision:

To be the recognized leader for the advancement of professional and humane corrections and prisons world-wide

Values:

Integrity and professionalism;

Effective community corrections and the use of imprisonment only as a last resort;

The sharing of ideas, knowledge, values and experience and working in partnership;

The capacity of individuals to change for the better and the need to support them;

The dignity of all individuals and the duty to protect their rights.

Objectives:

To maintain ICPA as an innovative, learning organization, promoting and disseminating good practice;

To enhance co-operation between regions, countries, public, private and voluntary sectors involved in corrections and prisons;

To develop and promote policies and standards for professional and humane corrections and prisons;

To influence governments, policy-makers and the public to adopt humane and effective correctional policies and practices and assist in their implementation.

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Key Activities 2020-2022

Events

Activity	Status*	Completion Date	Strategic Focus
ICPA Online Learning Academy	Started	Ongoing	All SFPs
3rd International Correctional Research Symposium, Porto, Portugal (an Online Dialogue session was provided in lieu of the CRS2020, which was held on 15th April 2021)	Cancelled Completed	N/A 15th April 2021	Investing in Staff
4th Technology in Corrections Virtual Conference	Completed	April 2021	Reducing Reoffending / Offender Population-Specific Strategies
Heads of Service Forum	Not Started	25 October 2021	Enabling Strategies
Correctional Excellence Awards Programme	Not Started	27 October 2021	Investing in Staff
22nd Annual General Meeting and Conference, Hong Kong, China Virtual Annual Conference and Annual General Meeting planned for October 2021	Cancelled Completed	30 October 2021	All SFPs
1st International Prison Infrastructure Conference	Cancelled	March 2022	Offender Population-Specific Strategies

Training

Activity	Status*	Completion Date	Strategic Focus
Developing a transnational counselling and training model for inmates and to elaborate recommendations for the introduction of the model into national prison systems across Europe (SkillsHub)	Completed	April 2021	Reducing Reoffending
Collaborate on a European Project for developing training material for parole/probation officers working with potential radical offenders (INTEGRA)	Completed	December 2020	Offender Population-Specific Strategies

Training (cont.)

Activity	Status*	Completion Date	Strategic Focus
Collaborate on a European Project for awareness building and training material on mental health needs for staff in the criminal justice system (AWARE)	Completed	April 2020	Investing in Staff
Collaborate on a European Project for the implementation of the Stockholm's Roadmap in cases of Terrorism and Radicalisation (FAIRNESS)	Started	March 2022	Offender Population-Specific Strategies
Collaborate on a European Project for European Prison Officers for the 21st Century (PO21)	Started	September 2022	Investing in Staff
Collaborate on a European Project for education, training and lifelong learning for minors and young adults with educative challenges (EDUPRIS)	Started	November 2022	Offender Population-Specific Strategies
Collaborate on a European Project for European Career Counselling Guidelines for Staff (CCJ4C)	Started	December 2022	Investing in Staff
Develop a training curriculum for Correctional Leadership and explore options for creating online training modules for correctional staff	Not Started	TBC	Investing in Staff

* European Projects are conducted through the Stichting Foundation ICPA Office in Europe

Knowledge Sharing

Activity	Status*	Completion Date	Strategic Focus
Explore a Centre of Excellence concept to enhance knowledge-sharing and exchange of good practices	Started	TBD	Enabling Strategies
Support an ICPA Taskforce on Women and Community Corrections	Started	2022	Offender Population-Specific Strategies
Seek to create a unique network for encouraging cross-collaboration with the non-governmental sector	Not Started	TBD	Enabling Strategies
Strengthen our Chapters to support sustainable regional engagement and cooperation	Started	Ongoing	Enabling Strategies
Prepare a Public Sector campaign to establish interfaces for increased knowledge-sharing and participation	Started	TBD	Enabling Strategies
Support an ICPA Taskforce on Electronic Monitoring Standards and Implementation	Not Started	TBC	Effective Community Corrections

Membership Related Activities

Activity	Status*	Completion Date	Strategic Focus
Publish the 'Beyond the Wall' Newsletter on the theme of Effective Community Corrections	Completed	July 2020	Effective Community Corrections
Develop a programme of presentations for the 'Present' Live Webinar service (related to the Learning Academy)	Started	November 2020	All SFPs
Development of an Annual Report	Completed	September 2020	Enabling Strategies
Create a new membership tier and associated benefits exclusively for the non-governmental sector	Completed	October 2020	Enabling Strategies
Publish the 'Advancing Corrections' Journal on the theme of Managing Risk	Completed	October 2020	Offender Population-Specific Strategies
Review and renew existing partnerships with pro-active steps taken to form additional ones	Started	Ongoing	Engagement with our Community
Conduct stakeholder identification exercise and segmentation review	Started	TBD	Enabling Strategies
Update membership promotional materials	Started	October 2020	Enabling Strategies
Publish the 'Beyond the Wall' Newsletter on the theme of Investing in Staff	Completed	February 2020	Investing in Staff
Publish the 'Advancing Corrections' Journal – 'Envisioning Corrections in 2030: Where Should the Evidence Take Us?'	Started	May 2021	All SFPs
Implement a new digital infrastructure and online engagement platform which includes enhancements to the 'Connect' service, 'Rewind' video on-demand service, resource sharing and other support services	Completed	December 2021	Enabling Strategies
Reconfiguration of the Planning & Design Hub and Staff Training Hub into new digital infrastructure	Started	June 2022	Investing in Staff / Offender Population-Specific Strategies / Engagement with our Community

Membership Related Activities (cont.)

Activity	Status*	Completion Date	Strategic Focus
Publish the 'Beyond the Wall' Newsletter on the theme of Offender Population-Specific Strategies	Started	August 2021	Offender Population-Specific Strategies
Publish the 'Beyond the Wall' Newsletter on the theme of Reducing Reoffending	Started	December 2021	Reducing Reoffending
Publish the 'Advancing Corrections' Journal - Innovation in Correctional Healthcare	Completed	September 2021	
Publish the 'Advancing Corrections' Journal - 'What Works...'	Started	April 2022	TBC

Organisational Activities

Activity	Status*	Completion Date	Strategic Focus
Introduce governance and reporting cycle	Completed	July 2020	N/A
Introduce mechanisms for project initiation, monitoring and reporting	Started	January 2021	N/A
Development of Policy Manual and mechanisms for review	Started	Ongoing	N/A
Convene Strategic Planning Meeting in Kigali, Rwanda	Cancelled	N/A	N/A
Development of Intranet for coordinating internal information	Started	January 2022	N/A
Convene Strategic Planning Meeting – Antwerp, Belgium	Started	May 2022	N/A

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REDUCING REOFFENDING

We will work towards Reducing Reoffending through the identification of research and findings that evidences 'what works', including efforts to promote implementation science and to develop partnerships with relevant organisations to support collaborative developments.

- Prepare a Public Sector campaign to establish interfaces for increased knowledge-sharing and participation
- Organise the 4th Technology in Corrections conference in Dublin, Ireland
- Organise the 22nd ICPA Annual Conference in Hong Kong, China
- Collaborate on a European Projects: SkillsHub, Digital Skills and Inclusion, EDUPRIS

EFFECTIVE COMMUNITY CORRECTIONS

We will renew our focus on the promotion of Effective Community Corrections. As an Association with the stance of using prison as a last resort this focal point will look to identify good supervision practices, outline the evolution of community corrections services and highlight pathways for enhancements and to raise awareness and acceptance of these practices.

- Publish the 'Beyond the Wall' Newsletter on the theme of Effective Community Corrections
- Support a Taskforce on Electronic Monitoring Standards and Implementation

INVESTING IN STAFF

We will promote Investment in Staff and in doing so identify the essential qualities of correctional staff, promote effective staff training, continuous learning and professional and ethical development of individuals. Recognising correctional staff at the centre of the rehabilitative process, this strategy will also seek to promote the value of staff and their wellbeing.

- Publish the 'Beyond the Wall Newsletter' on the theme of Investing in Staff
- Develop a training curriculum for Correctional Leadership and explore options for creating online training modules for correctional staff
- Collaborate on a European Projects: AWARE, CC4J, PO21

OFFENDER POPULATION-SPECIFIC STRATEGIES

We will support the development of Offender Population-Specific Strategies which identify the needs of inmates with special requirements or considerations, identifying good practice examples from the community and helping to shape offender management approaches.

- Publish the 'Advancing Corrections Journal' on the theme of Managing Risk
- Publish the 'Beyond the Wall Newsletter' on the theme of Offender Population-Specific Strategies
- Support a Taskforce on Women and Community Corrections
- Collaborate on a European Projects: FAIRNESS, Integra, R4PRIS
- Organise the 3rd Correctional Research Symposium, Porto, Portugal
- Organise the 1st International Prison Infrastructure Conference

ENABLING STRATEGIES

We will develop enabling strategies for increasing our engagement with various stakeholders, members, partners and the wider correctional community to ensure that our platform for the advancement of professional corrections is both accessible and effective for the sharing of practices, knowledge and expertise.

- Implement an entirely new digital infrastructure and online engagement platform
- Create a new membership tier and associated benefits exclusively for the non-governmental sector
- Seek to create a unique network for encouraging cross-collaboration with the non-governmental sector
- Strengthen our Chapters to support sustainable regional engagement and cooperation
- Explore a Centre for Excellence concept for enhancing knowledge-sharing and exchange of good practice

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Resources

Sustaining our activities for delivering value to members and achieving our mission

As a not-for-profit association, ICPA is funded through contributions and support of individuals, public sector services, NGOs, and corporations through membership, sponsorship and event attendance.

This support sustains our activities and helps us to continue providing a strong, professional platform for knowledge exchange.

Surplus funds are committed to the ICPA Reinvestment Fund for generating value to our membership and to corrections globally.

ICPA receives in-kind contributions of staff time (Executive Director position) courtesy of Correctional Service Canada and further support through volunteers who assist in our activities and projects. The ICPA Board of Directors also commit their personal time pro-bono to advancing the organisation and helping it to achieve its mission.

The sustainability of ICPA relies mainly on its membership, sponsorship and conferences. As a result of the coronavirus pandemic, where social distancing measures are imposed combined with travel restrictions, this has greatly impacted on both society and economy, and it also impacted the Association. For the first time in ICPA's history, our organisation will not hold the Annual Conference in 2020, which will affect income. At this moment, there is no certainty as to how this situation will continue to affect our Association.

In light of this, we recognize that some restructuring is required at the foundational level of the Association. It is proposed to undertake a concerted process of consolidation, re-organisation and re-engagement. This is the foundation of this Business Plan 2020-2022 to "*Consolidate, Organise and Engage*".

To ensure the sustainability of ICPA and contribute to our goal of advancing professional corrections across the globe, engagement is a vital aspect of how we attract and retain members and in doing so our focus on the development of new strategies and diversification of our products and services are a necessity to drive up our value proposition to members and potential members alike. ICPA

is demonstrating agility by planning other virtual events to offer services to members. It is also investing in a new digital solution to become more efficient and effective. In this period of consolidation, we will work to implement a solid digital infrastructure which supports the ever-growing reliance for online communications and exchange.

Budget 2020-21

ICPA operates on a fiscal year period of 1 July to 30 June.

In recent years, ICPA completed the fiscal year with a balanced budget. In the coming year, ICPA will need to use part of the reserve funds due to the cancellation of the annual conference. In addition to the approved annual budget, ICPA will be investing in community engagement projects.

For the year 2020-2021, the Association budget is as follows:

Income	Approved Budget 2020-21*
Membership	\$196,450
Conferences	\$25,000
Other	\$1,750
TOTAL	\$223,200

Expenditures	
Program Services	\$68,000
General Administration	\$328,700
TOTAL	\$396,700

Net Surplus / Loss	-\$173,500
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ICPA Reinvestment Funding	\$167,500
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*US Dollars (\$)

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The Way Forward

How we aim to deliver value to members through our events, training and knowledge sharing

World Class Conferences

- To be recognised as the première annual international event to attend
- To foster an open and welcoming environment for all practitioners, NGOs, academics and private sector participants
- To facilitate the sharing of the latest information and best practices amongst correctional jurisdictions internationally
- To showcase the latest innovative solutions and approaches to effective community and institutional correctional services

Transformational Correctional Leadership

- To be recognised as the première international association supporting the advancement of effective correctional leadership
- To facilitate access to international leaders focusing on transformational leadership in correctional environments
- To provide tailored learning and developmental sessions to leaders committed to advancing effective corrections
- To develop regional capacity to support correctional organisations and agencies involved in transformative initiatives

Implementation of Evidence-Based Offender Interventions

- To maintain a repository of the most recent correctional research on effective implementation of evidence-based interventions and service delivery models
- To publish a professional, practitioner-oriented journal profiling the latest in international evidence-informed implementation of correctional practice
- To foster an international culture that is centred on research, innovation and performance in corrections
- To develop and facilitate strategic partnerships internationally

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Our Strategic Focal Points

Key areas of focus in our activities

Reducing Reoffending:

We will work towards Reducing Reoffending through the identification of research and findings that evidences 'what works', including efforts to promote implementation science and to develop partnerships with relevant organisations to support collaborative developments.

Effective Community Corrections:

We will renew our focus on the promotion of Effective Community Corrections. As an Association with the stance of using prison as a last resort this focal point will look to identify good supervision practices, outline the evolution of community corrections services and highlight pathways for enhancements and to raise awareness and acceptance of these practices.

Investing in Staff:

We will promote Investment in Staff and in doing so identify the essential qualities of correctional staff, promote effective staff training, continuous learning and professional and ethical development of individuals. Recognising correctional staff at the centre of the rehabilitative process, this strategy will also seek to promote the value of staff and their wellbeing.

Offender Population-Specific Strategies:

We will support the development of Offender Population-Specific Strategies which identify the needs of inmates with special requirements or considerations, identifying good practice examples from the community and helping to shape offender management approaches.

Enabling Strategies:

We will develop enabling strategies for increasing our engagement with various stakeholders, members, partners and the wider correctional community to ensure that our platform for the advancement of professional corrections is both accessible and effective for the sharing of practices, knowledge and expertise.

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Our Membership Products and Services

ICPA is committed to providing products and services which provide valuable information and resources for our members and the wider community. Our team are constantly working to improve our publications, tools and to provide platforms for stimulating interaction and exchange among the network.

Membership Publications



Our peer-reviewed Advancing Corrections Journal is published twice-yearly and contains practitioner-focused articles from authors around the world. Available in digital and hard-copy for members.



'Beyond the Wall' is ICPA's community newsletter sent to all members in a digital format twice-yearly and contains news and updates on recent activities and initiatives.

e-BULLETIN

Members receive each a regular round-up of announcements, notifications, highlighted articles and more through our e-Bulletin published each quarter.

Membership Services



Online searchable directory of individuals, agencies and companies involved in prisons and corrections. Create your own profile and connect with others.



The 'Rewind' service is an on-demand video library containing recordings from past conference sessions and webinars. Over 300 hours of material available online.



Introducing 'Present' - ICPA's latest service to members by providing a platform for attending online presentations and training through live webinar sessions.

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Our Conferences and Events

We are continuously engaged in the development of events for creating rich and diverse learning and networking experiences for all corrections professionals. ICPA is also involved in numerous projects which provide practical outputs for correctional agencies and provide support to our Taskforce Groups for progressing key initiatives.

Events



Annual Conference: ICPA's flagship event which sees the global correctional community coming together each October for a 5-day event comprising over 100 sessions, networking and facility visits.



Technology in Corrections: A popular thematic conference over 2 days sharing information on the latest technologies for improving the corrections system. Organised every 2 years.



Correctional Research Symposium: Two-day event which brings together researchers and academics on the study and analysis of correctional practices. Organised every 2 years.



Correctional Excellence Awards: Recognising the achievements of our colleagues in the field, our annual Awards Programme highlights exemplary practice during our Annual Conference.



Heads of Service Forum: An exclusive gathering of Heads of Public Sector Services to discuss the latest challenges within their systems and to advise ICPA on future activities.

AGM

Annual General Meeting: Members can have their say on Association matters and cast their votes in elections of our governing Board.



ICPA Online Learning Academy: Bringing valuable content, knowledge and training to correctional staff and practitioners via an online interactive programme.

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ICPA Networks

Thematic groups for collaboration on key topics

Members of ICPA are encouraged to sign-up to participate in Network Groups. These groups are an informal gathering of subject matter experts who exchange information and communicate among each other. Network Groups also provide assistance, support and information to ICPA activities.



NETWORKS
WORKING TOGETHER
RESEARCH AND DEVELOPMENT

Research & Development: The ICPA R&D Network is an informal collection of both researchers and other corrections professionals committed to promoting evidence-informed practice in our field. Chair: Frank Porporino



NETWORKS
WORKING TOGETHER
STAFF TRAINING AND DEVELOPMENT

Staff Training & Development: To enhance professionalism in corrections, prisons, detention and community services through training and good personal policies. Chair: Gary Hill



NETWORKS
WORKING TOGETHER
TECHNOLOGY SOLUTIONS

Technology Solutions: To promote the advancement of corrections through ICT & Technology enabled business transformation, based on available research, supported by proven solutions and methodologies. Chair: Simon Bonk



NETWORKS
WORKING TOGETHER
COMMUNITY CORRECTIONS

Community Corrections: To increase the understanding of and promote the use of community based options as an integral part of the criminal justice continuum. Chair: Denise Robinson



NETWORKS
WORKING TOGETHER
HEALTHCARE

Healthcare: To promote and disseminate physical and mental health care practices for the justice involved population which provide humane and healthy environments, personal well-being and positive outcomes. Chair: John May



NETWORKS
WORKING TOGETHER
PLANNING AND DESIGN

Planning & Design: To promote humane and exemplary practices for the planning and design of new and renovation of existing prison environments. Chair: Stephen A. Carter



NETWORKS
WORKING TOGETHER
EXTERNAL PRISON OVERSIGHT AND
HUMAN RIGHTS

External Prison Oversight and Human Rights: To share information, best practices and lessons learned on effective external prison oversight and to enhance openness, transparency and accountability among prison authorities. Chair: Ivan Zinger

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ICPA Chapters

Regional networks for a closer cooperation

ICPA has a number of active Chapters that help us to collaborate more closely with our members and the wider community across various world regions. Chapters comprise a governing group of committed individuals for assisting in the establishment of partnerships, creation of activities, enhancing our communication and stimulating cooperation.

ICPA North America Chair: Diane Williams

ICPA Latin America Chair: Emiliano Blanco

ICPA Europe Chair: Hans Meurisse



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Membership KPIs

Targets and Key Performance Indicators

Comparable indicators will be introduced to measure success of our activities across Membership, Events, Communications, Products and Services.

CIM: Cost per Individual Member – total cost to ICPA for the provision of all membership related products and services and staff time dedicated to membership management, divided by the number of existing members (for each category of membership).

CAM: Cost per Agency Member – total cost to ICPA for the provision of all membership related products and services and staff time dedicated to membership management, divided by the number of existing members (for each category of membership).

IRR: Individual Retention Rate – number of years of consecutive membership minus number of years expired, aggregated by Individual Membership type and expressed as a percentage. This indicates continuity of membership.

ARR: Agency Retention Rate - number of years of consecutive membership minus number of years expired, aggregated by Agency Membership type and expressed as a percentage. This indicates continuity of membership.

I-CHURN: The number of new members replacing expired members, expressed as a percentage, across each Individual Membership type. This indicates turnover rates.

A-CHURN: The number of new members replacing expired members, expressed as a percentage, across each Agency Membership type. This indicates turnover rates.

IGD: Individual Growth/Decline Rate – number of new members gained within the reporting period, expressed as a percentage, across each Individual Membership type. Positive figures indicate increase in membership numbers.

AGD: Agency Growth/Decline Rate – number of new members gained within the reporting period, expressed as a percentage, across each Agency Membership type. Positive figures indicate increase in membership numbers.

Event KPIs

TA: Total Attendees – the absolute total number of attendees at all events. Targets are dependent on various factors concerning each event.

TMA: Total Member Attendees – the total number of event attendees who hold an active membership on the final day of the event.

NCR: Number of Countries Represented – the absolute total number of countries represented by attendees present.

NJR: Number of Jurisdictions Represented – the total number of prison/correctional agencies represented by attendees present.

SEC: Percentage of Sector Representation – the percentages of attendees present during events from the various sectors.

Communication KPIs

Metrics to be developed for measuring Total Impressions, Average Engagement Rates, Visits, etc.

Products KPIs

Metrics to be developed for measuring Total Distribution, Readership, etc.

Services KPIs

Metrics to be developed for measuring Access Rate, Time Spent, Interactions, Downloads, etc.