



ICPA

International Corrections
& Prisons Association

ICPA BUSINESS PLAN 2025 – 2026





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PRESIDENT AND EXECUTIVE DIRECTOR FOREWORD

Dear ICPA members and partners,

We are pleased to share with you the International Corrections and Prisons Association's (ICPA) 2025 – 2026 Business Plan as we move into the second year of our current Strategic Plan. This plan builds on the momentum of the Business Model Review completed in 2023 and reflects our ongoing commitment to growing ICPA into a stronger, more connected, and more impactful global association.

Year two of our Strategic Plan focuses on expanding our reach while deepening the value we offer to members. Supporting our existing members remains at the core of our work, alongside an emphasis on growing our global membership and strengthening partnerships that promote ethical and effective correctional practice. Our goal is to ensure ICPA continues to be the central platform for connection, collaboration, and innovation in corrections.

We are excited about the year ahead, with a rich calendar of conferences and events that will bring our community together across the globe. We are excited about our upcoming 2025 Annual Conference, hosted by the General, on the theme of "Wellbeing in Corrections: Initiatives for Staff, Systems and Communities." The significant response to our call for papers for this conference clearly demonstrate show this theme resonates with the global corrections community. Our Annual Conference will be complemented by a refreshed approach to our Heads of Service Forum, creating greater opportunities for senior leaders to engage in strategic dialogue on the challenges and innovations shaping our sector.

In addition to our Annual Conference, we are excited to announce two new thematic conferences in 2025. Both events will continue to support the sharing of information and best practice on critical issues facing the corrections system, at both the regional and global level. They are:

- The first International Research in Corrections Conference, to be held in Auckland, New Zealand from 2 to 5 March 2026 will focus on the theme of *What Works in Corrections: Research Driving Safe Environments, Rehabilitation, and Reintegration*.
- The first Prison Design and Technology Conference, to be held in Rabat, Morocco from 21 to 24 April 2025, will focus on the theme of *Resilient Futures: Rethinking Prisons through Innovation, Infrastructure, and Technology*.

Our team is also busy planning for 2026 and beyond, including Annual Conferences in Northern Ireland, Africa, and Latin America. We are also looking towards the fifth Correctional Research Symposium in 2027 and other thematic conferences that will support the growth of the global corrections community across the world.

Beyond our in-person events, ICPA will also strengthen opportunities for year-round engagement through our thematic Networks and regional Chapters. These platforms play a vital role in fostering peer learning, cross-jurisdictional exchange, and collaborative problem-solving across our global community.



In the year ahead, we are also progressing several internal initiatives designed to strengthen the Association's foundations. These include a full refresh of our website and digital tools to enhance accessibility, improve member experience, and support more seamless engagement across our offerings. We will also continue investing in the development of meaningful partnerships to support knowledge exchange and shared impact.

Thank you to all our members and partners for your continued support and commitment. Your involvement enables ICPA to pursue its mission of advancing professional corrections and improving the lives of people and communities around the world.

David Brown
Acting ICPA President

Natalie Boal
Executive Director





ICPA OVERVIEW

Mission

To promote and share ethical and effective correctional practices to enhance public safety and healthier communities worldwide.

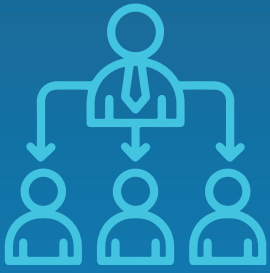
Vision

To be the recognised leader for the advancement of professional and humane corrections and prisons worldwide.

Values

- Integrity and Professionalism: We act with honesty, transparency, and professionalism in all our work.
- Collaboration and Knowledge Sharing: We value the exchange of ideas, experience, and expertise, and we believe that the global corrections.
- Belief in Rehabilitation: We believe in the capacity of individuals to change and are committed to supporting their reintegration to community.
- Respect for Human Dignity and Rights: We uphold the inherent dignity of every person and are dedicated to protecting and promoting their rights.
- Appropriate Use of Imprisonment: We promote effective community-based corrections and advocate for imprisonment only as a last resort.



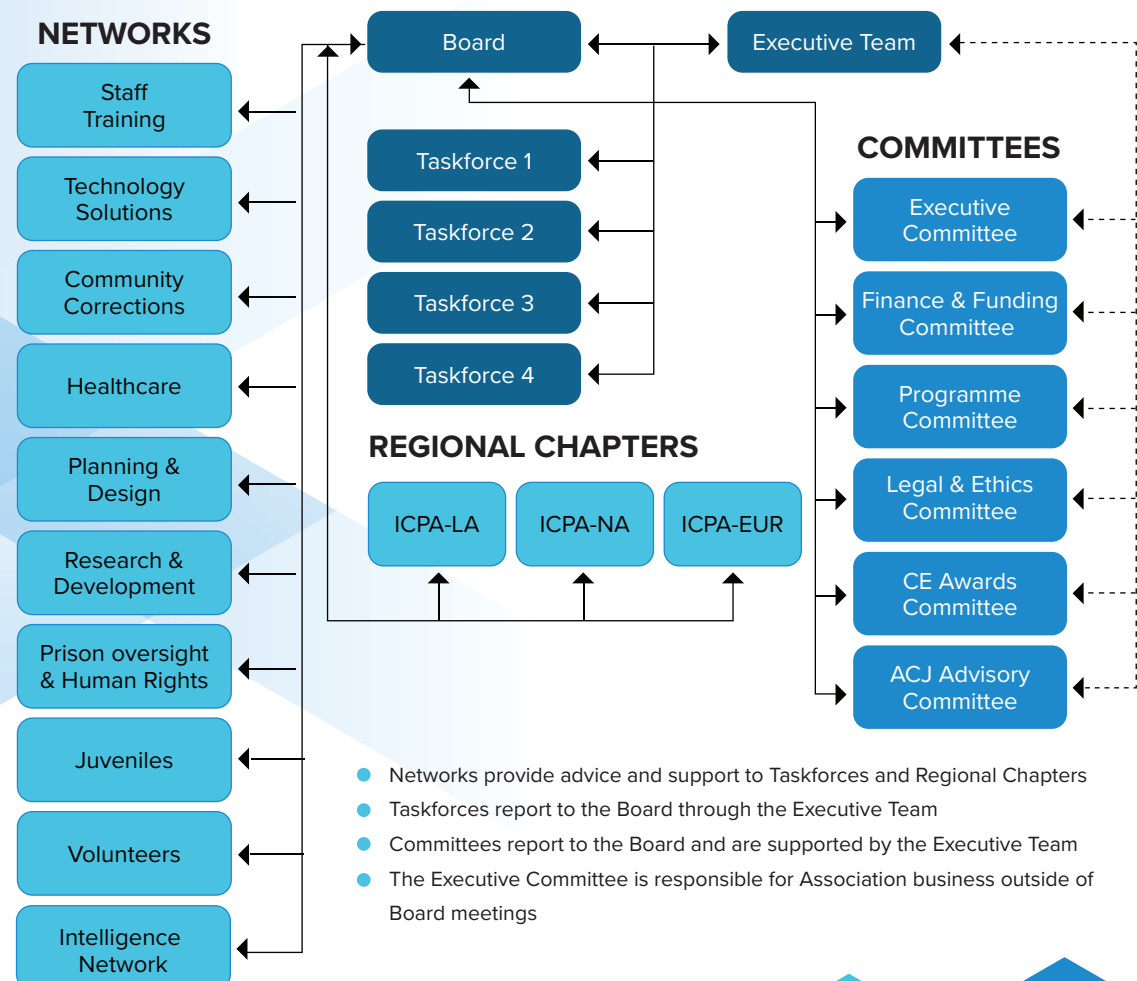


ASSOCIATION GOVERNANCE AND MANAGEMENT

ICPA is underpinned by a governance structure which comprises:

- **Committees** - for monitoring and progressing internal activities.
- **Taskforces** - groups of volunteers for taking forward specific projects.
- **Networks** - thematic engagement groups open to members with shared interests and expertise.
- **Chapters** - groups established in various world regions to increase our relevance and to undertake activities specific to a particular area.

ICPA Governance Chart





ICPA EXECUTIVE BOARD

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.



David Brown
Acting President



Kim Ekhaugen
Vice-President



Diane Williams
Treasurer



**Emiliano
Blanco**



**Fatih
Güngör**



**Heidi
Washington**



**Kathleen Van
de Vijver**



**Kati
Peri**



**Marayca
Lopez**



ICPA EXECUTIVE BOARD



**Nadya
Radkovska**



**Pedro das
Neves**



**Raphael Tuhafeni
Hamunyela**



**Rob
Jeffreys**



**Steven Van
De Steene**



**Yong Lee
SHIE**



ICPA EXECUTIVE TEAM

ICPA's 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.



Natalie Boal,
Executive Director,
ICPA



Catalin Ungureanu,
Events Manager,
ICPA



Ilinca Cojocaru,
Business Manager,
ICPA



Laura Andrite,
Media and Communications
Manager
ICPA



Grail Mageean-Ray,
Sponsorship and Event
Coordinator,
ICPA



Fraser Bryans
Technology Advisor -
IT, Systems and Events,
ICPA



Ronja Pörhö,
Business Support,
ICPA



STRATEGIC PLAN

ICPA is a global member-based agency supporting the improvement of correctional and prison practice. Together with its members and partners, the ICPA community will continue to support the improvement of global corrections.

ICPA's mission is to promote and share ethical and effective correctional practices to enhance public safety and healthier communities worldwide

ICPA's vision is to be the recognized leader for the advancement of professional and humane corrections and prisons worldwide.

Objectives

We increase our global engagement.

We influence the improvement of correctional practice worldwide.

Activity

- All activity is informed by a strategic approach to member and stakeholder engagement.
- Regional and sector-specific engagement is prioritized to respond to the diverse needs of correctional professionals.
- In-person events are organized across the globe to allow for worldwide engagement.
- Opportunities for engagement through relevant, online offerings are increased.
- Engagement with key partners is deepened.
- Engagement in global forums is increased.
- Partnerships with organizations that support ICPA's mission are prioritized.
- Key partners are supported to deliver on activity aligned to ICPA's vision and mission.
- Projects, research, and activities are supported to improve sector outcomes.
- ICPA's Practice Transfer Taskforce, Network Groups and Chapters are enabled to influence global correctional practice.

Goals

- Increase ICPA's representation at sector events.
- Hold conferences in all regions of the globe.
- Provide monthly online learning opportunities.
- Formalize partnerships with relevant organizations in all regions.
- Position ICPA as an important partner in supporting the delivery of best-practice correctional services.
- Increase engagement across the broader justice system.
- Operate with a forward activity plan.



Objectives

We understand and respond to our member needs.

We efficiently and effectively manage the Association to enact out vision and mission.

Activity

- Members are provided with regular opportunities to outline challenges, issues, and opportunities.
- Feedback is sought following all ICPA conferences.
- Heads of Service are engaged to enable information sharing and networking.
- ICPA's Network Groups and Chapters are engaged.
- ICPA's Aspire Learning Academy continues to deliver relevant online courses.

- Association resources are prioritized to meet member needs.
- Strong governance structures are in place to support organizational activity.
- Annual Business Plans are developed.
- Annual Reports are provided in a timely manner to members.
- ICPA operates transparently with its Board and members.

Goals

- Increase engagement with members through social media and email communication.
- Increase member attendance at conferences and online events.
- Use member feedback to inform future decisions.

- Update policies, procedures, and governance structures.
- Ensure key documentation is made accessible to members.
- Operate the Association's annual budget with a surplus.
- Enable members to easily access the ICPA website.

Outcomes

Through action in these areas, ICPA will:

- Build global cooperation and understanding of good and humane correctional practices.
- Support its members and partners to promote and implement policies and programs that reduce reoffending.
- Increase understanding of the efficacy of community corrections and alternatives to custody.
- Improve globally recognized policies and standards for the professional and humane management of corrections and prisons.



BUSINESS PLAN

We increase our global engagement.

Output	Activity	Measure	Timeline
ICPA develops a Regional Engagement Strategy.	ICPA undertakes to continue to provide relevant support to members and partners across each world region – i.e. North America, Asia-Pacific, Europe, Africa, and Latin America.	Regional Engagement Strategy approved by the ICPA Board.	May 2026
ICPA strengthens the Association's presence in Africa.	ICPA partners with the African Correctional Services Association to support the improvement of correctional practice across Africa.	Partnership agreement signed with the African Correctional Services Association.	June 2026
ICPA strengthens the Association's presence in Latin America.	ICPA undertakes to renew the operations of the Association in Latin America.	ICPA undertakes to renew the operations of the Association in Latin America.	June 2026



Output	Activity	Measure	Timeline
ICPA strengthens the Association's presence in North America.	ICPA continues to support the work of its North American partners to support the improvement of correctional practice across North America.	North American Learning Academy held on the topic of women in corrections. Partnership agreements signed with ≥ two North American partners.	January 2026 June 2026
ICPA strengthens the Association's presence in Europe.	ICPA continues to support the work of its Europe partners to support the improvement of correctional practice across Europe.	Partnership agreements signed with ≥ two European partners.	June 2026
ICPA holds its 2025 Annual Conference in Istanbul, Türkiye.	ICPA works collaboratively with the General Directorate of Prisons and Detention Houses in Türkiye to organise and host the 2025 Annual Conference.	≥ 600 individual attendees at ICPA's 2025 Annual Conference.	September 2025



Output	Activity	Measure	Timeline
ICPA holds the first International Research in Corrections Conference (IRCC) in Auckland, New Zealand.	ICPA works collaboratively with the Department of Corrections in New Zealand to organise and host the first IRCC.	≥ 200 individual attendees at ICPA's first IRCC in Auckland, New Zealand.	March 2026
ICPA holds the Innovation in Prison Design and Technology Conference (IPDTC).	ICPA works collaboratively with the host to organise and host the PDTC.	≥ 200 individual attendees at ICPA's PDTC.	May 2026
ICPA prepares for the Association's 2026 Annual Conference in Belfast, Northern Ireland.	ICPA works collaboratively with the Northern Ireland Prison Service to prepare for the 2026 Annual Conference.	≥ 100 individuals registered for ICPA's 2026 Annual Conference in Belfast.	May 2026
ICPA prepares for the Association's 2027 Annual Conference.	ICPA works with potential hosts to determine a host for the 2027 Annual Conference.	Memorandum of Understanding signed with the 2027 Annual Conference host. 2027 Annual Conference location advertised to ICPA members.	January 2026



Output	Activity	Measure	Timeline
ICPA prepares for the Association's 2028 Annual Conference.	ICPA works with potential hosts to determine a host for the 2027 Annual Conference.	Memorandum of Understanding signed with the 2028 Annual Conference host. 2028 Annual Conference location advertised to ICPA members.	June 2026
ICPA develops a forward plan for Annual Conference locations for 2029 and 2030.	ICPA works with potential hosts in Asia-Pacific, Oceania, and North America to determine interest in hosting an ICPA Annual Conference in 2029 and 2030.	Expressions of Interest sought for future ICPA Annual Conference hosting opportunities.	June 2026
ICPA prepares for the fifth Correctional Research Symposium (CRS) in partnership with EuroPris.	ICPA works with potential hosts in Europe to determine a host for the fifth CRS.	Memorandum of Understanding signed with the fifth CRS host. Fifth CRS location advertised to ICPA members.	June 2026



We influence the improvement of correctional practice worldwide.

Output	Activity	Measure	Timeline
More than 70 countries are represented at ICPA's 2025 Annual Conference.	ICPA invites Heads of Services from all countries. ICPA welcomes presentation submissions from all countries.	Number of countries represented at the 2025 Annual Conference. Number of countries presenting at the 2025 Annual Conference.	September 2025
ICPA is represented at key in-person events around the world to influence improved correctional practices.	ICPA engages with relevant regional and international partners to represent its members across the globe.	Member representation at $\geq$ one major conference in North America, Europe, Africa, Latin America and the Asia-Pacific	July 2026
ICPA investigates formalising agreements with key partners in the criminal justice field to support improved correctional practice.	ICPA engages with critical partners to ensure representation of its members across the globe.	$\geq$ four agreements finalised with partner organisations.	June 2026



Output	Activity	Measure	Timeline
ICPA actively engages with the university sector to support research into correctional practice and justice initiatives.	ICPA invites conference submissions from universities across the world. ICPA undertakes the planning to establish the Association's Advancing Corrections Journal as a globally available, indexed publication. ICPA continues to provide opportunities to support research that is relevant to its members.	≥ 20% of submissions from the academic sector for ICPA's 2025 and 2026 conferences. Develop a forward plan to make ACJ available in relevant academic databases. ≥ two research-focused webinars made available to ICPA members.	June 2026
ICPA considers the impact of the broader criminal justice system on corrections agencies.	ICPA develops connections with broader criminal justice influencers and organisations.	System influences are invited to present at ICPA's 2026 Annual Conference.	June 2026
Investigate how we transfer good practice across the globe, building on ICPA's Practice Transfer Advisory Committee.	ICPA develops options for how to increase practice transfer through its online and in-person offerings, with input from members.	Practice transfer options paper developed for Board consideration and next steps determined.	June 2026



Output	Activity	Measure	Timeline
ICPA delivers a suite of live online service offerings to members.	ICPA has a series of live, online service offerings that meet the needs and interest of members.	All members have access to live streaming of ICPA's Annual Conference. ≥ four webinars delivered per year. ≥ one non-English webinar offered to members. ≥ two Learning Academy sessions delivered per year.	October 2025 June 2026
ICPA delivers a suite of on demand online service offerings to members.	ICPA delivers on-demand online service offerings, including Rewind from all Annual Conferences.	All conference content is made available to members and attendees.	June 2026

We understand and respond to our member needs.

ICPA increases member representation at the 2025 Annual Conference.	ICPA invites members to attend and encourages new attendees to become members.	> 50% of Annual Conference attendees are ICPA members.	October 2025
ICPA's 2026 – 2027 Business Plan is informed by Member Feedback.	ICPA releases a 2026-member survey.	Survey response rate of 30%.	February 2026



Output	Activity	Measure	Timeline
ICPA members are up to date on Association activities and events.	ICPA provides member updates on events where members are represented by the Association.	All members receive written updates following ICPA's representation at online and in-person events.	June 2026
ICPA agency members understand their membership benefits.	ICPA provides dedicated training to the main point of contact for agency memberships. ICPA's Executive Team respond to member queries quickly.	Members receive an ICPA membership guide and access to online training. Member queries are responded to within a maximum of 10 business days.	June 2026
ICPA increases engagement between Heads of Service.	ICPA refreshes its in-person Heads of Service meeting for the 2024-2025 Annual Conference. ICPA provides opportunity for Heads of Service to connect virtually.	≥ Heads of Service attendees report the in-person meeting as useful. ≥ two Heads of Service virtual forums are held in 2024-2025.	September 2025 June 2026
ICPA investigates additional member service offerings to support member training and knowledge needs.	ICPA works collaboratively with its members and partners to develop new service offerings aligned to member needs.	Future service offerings approved by the ICPA Board of Directors and advertised to members.	June 2026



Output	Activity	Measure	Timeline
ICPA reviews its Networks to ensure they are meeting the needs of Association members.	ICPA undertakes a full review of member lists to ensure members are ICPA members. ICPA advertises Networks amongst members. ICPA increases information sharing and connection between Network members.	100% of Network members are members of ICPA. Network membership numbers grow by $\geq 10\%$ amongst ICPA members. $\geq 25\%$ increase in discussions and resources available on Network pages.	June 2026
ICPA continues to share good practice through written publications.	ICPA delivers information on engaging research and innovative practice via the Association's ACJ and Beyond the Wall (BtW) newsletter.	Two editions of ACJ are released. Two editions of the BtW newsletter are released.	June 2026
ICPA increases its public sector member base.	ICPA provides mechanisms for interested agencies to access ICPA's website on a trial period. ICPA connects new public sector members.	≥ 10 public sector agencies are provided with temporary access to the ICPA website. $\geq 5\%$ increase in public sector members.	June 2026



We efficiently and effectively manage the Association to enact out vision and mission.

Output	Activity	Measure	Timeline
ICPA delivers a more user-friendly website to improve member and conference attendee experiences.	ICPA finalises the upgrade of its online platform. ICPA incorporates member feedback and testing in the website upgrade project.	New online platform launched.	June 2026
ICPA's website is a hub for in-person and online events relevant to ICPA members.	ICPA develops an event application portal and associated process to support the sharing of non-ICPA events.	Create an event portal to allow non-ICPA events to be shared with ICPA members.	June 2026
ICPA increases member access to relevant global information.	ICPA provides increased opportunities for learning from its partners and sharing of successes amongst members.	ICPA's website, social media, and Annual Report include partner updates. Further opportunities are available to celebrate members successes through BtW, Correctional Excellence Awards, and online.	June 2026



Output	Activity	Measure	Timeline
ICPA clarifies its policy positions on important issues facing correctional practice.	ICPA reviews its Founding Statements and makes them available online.	ICPA Founding Statements published online,	March 2026
ICPA expands its connection to the not-for-profit, non-government, and academic sectors.	ICPA investigates new membership categories for the not-for-profit, non-government, and academic sectors.	New membership model created for member approval at the 2025 Annual General Meeting.	October 2025
ICPA's by-laws reflect current Association requirements.	ICPA undertakes a review of its by-laws.	Present updated by-laws to members at the Annual General Meeting for approval	October 2025



ICPA FUTURE ACTIVITY

This map outlines the activity of the Association over the coming 18 months.



ANNUAL CONFERENCES

- 2025 Annual Conference – Türkiye
- 2026 Annual Conference – Northern Ireland
- 2027 Annual Conference – Zimbabwe

THEMATIC CONFERENCES

- 2026 International Research in Corrections Conference - Auckland, New Zealand
- 2026 Prison Design and Technology Conference - Morocco