



ICPA
International Corrections
& Prisons Association

www.icpa.org



Annual Report

2020/2021



ICPA
International Corrections
& Prisons Association

FOR THE ADVANCEMENT OF PROFESSIONAL CORRECTIONS

ICPA is a not-for-profit organisation
incorporated in Canada since 1998.

Main Office Address:

Avenue Louise 132A,
Brussels, 1050
Belgium

Financial Office Address:

PO Box 11287
Columbia, SC 29211-1287
USA

* Cover images courtesy of the Singapore Prison Service.

This Annual Report provides information on the activities and initiatives of the International Corrections and Prisons Association relating to the Fiscal Year of 1st July 2020 to 30th June 2021.

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Dear ICPA Members,

It is my pleasure to present the 2020-21 ICPA Annual Report. You will find we have continued to create many opportunities for our members and sponsors to have a lively professional exchange, learn about new developments, technology, correctional practice and responses to the ongoing challenges presented by Covid-19.

During the year a series of well attended **webinars on Planning and Design** were organised, providing great insights into contemporary practice in correctional facility planning, operation and special considerations for different offender groups like women and those suffering from a mental illness. The presenters were outstanding and delighted to share their vision and practice.

Two issues of the **“Advancing Corrections” Journal** were published, and I think it is fair to say that the quality of contributions is getting even better.

Five Learning Academy events combined academics and practitioners from various sectors to share insights into leadership and good correctional practices and experiences. The events attracted participants from many countries across the globe and had an appealing format of presentations, followed by a second session on questions and answers with the speakers and a third for discussion amongst participants.

A further highlight of activity and great success was the **Technology in Corrections Conference (TIC)**, hosted together with EuroPris as partner. Strong support from our sponsors, together with a range of cutting-edge presentations from countries around the globe, and a very contemporary technical format, made for an inspiring event that offered new learnings and effective collaboration.

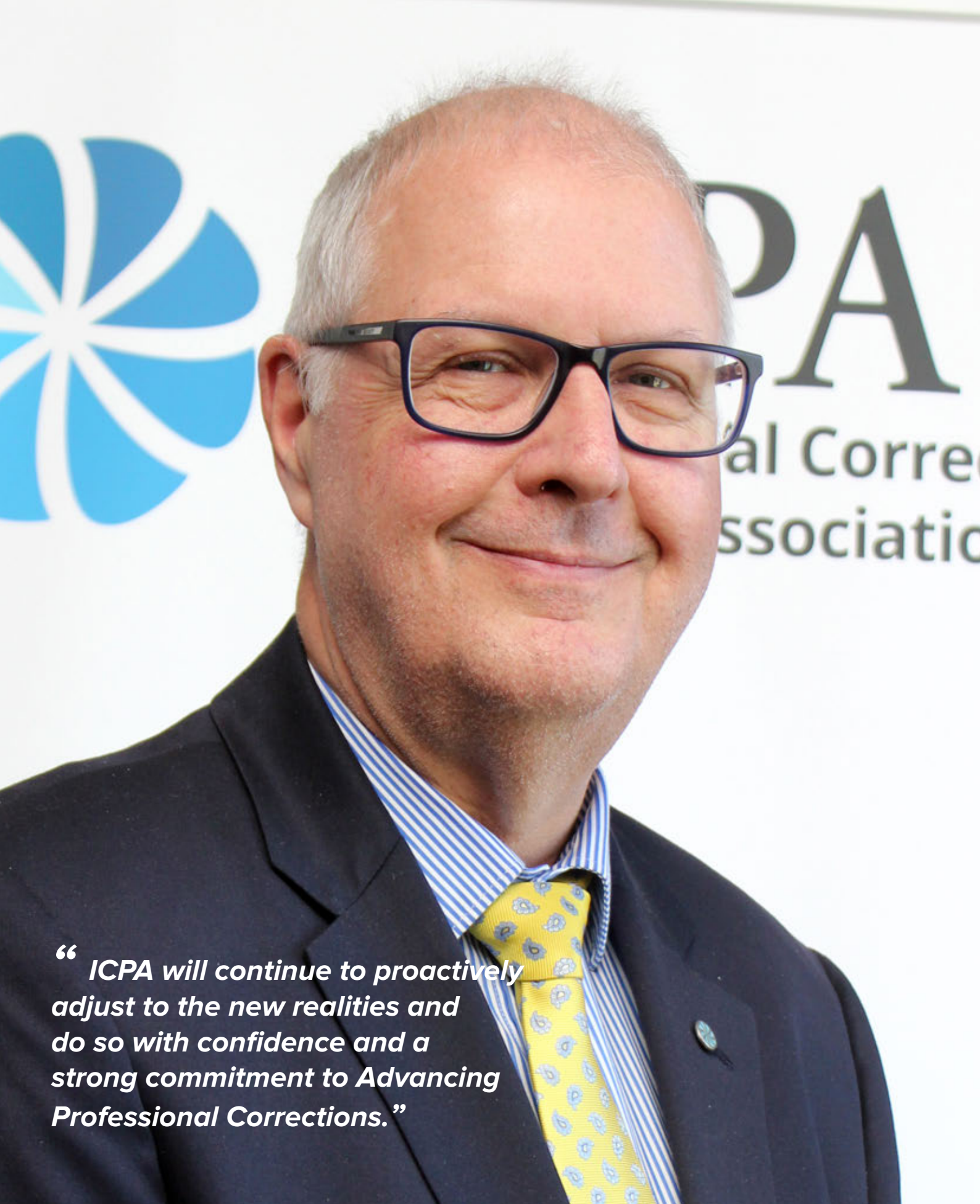
Given that the impact of the pandemic on future activities and events is still not known, the ICPA Board and Executive Team are engaged in broad planning for upcoming events. Most unfortunately, we had to cancel the already deferred ICPA conference in Hong Kong for 2021 but will instead **host a three-day virtual conference** at the usual time during the last week in October which no doubt will again be a highlight.

It is pleasing that our financial position remains robust and great care was exercised to spend monies responsibly and in the best interest of ICPA members. This will continue going forward.

At the 2020 AGM, we farewelled Ofra Klinger, Bernie Warner and Desmond Chin from the Board and welcomed Mark Inch, Paul Geurts and Yong Lee Shie as new Board members. I sincerely thank Ofra, Bernie and Des for their contribution to the Association over many years and wish them all the best for the future.

I thank the ICPA Networks, the “Beyond Prison” and “C19 Prisons” Taskforces, our Committees and the ICPA Executive Team and Board for their activities and great work. Most importantly, I thank all ICPA members and sponsors for their continued support and most sincerely hope that we will all be able to meet in person again in the not-so-distant future. Until such time, ICPA will continue to proactively adjust to the new realities and do so with confidence and a strong commitment to “Advancing Professional Corrections”.





“ ICPA will continue to proactively adjust to the new realities and do so with confidence and a strong commitment to Advancing Professional Corrections.”

Mr. Peter Severin
ICPA President

OUR MISSION



MISSION:

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



VISION:

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



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 organisation, 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.

KEY AREAS OF FOCUS IN OUR ACTIVITIES

ICPA's Strategic Focal Points exist to help frame and contextualise the work of the Association. They are flexible and can change in response to the environment and the needs of our members.

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



ACTIVITIES AND RESULTS

In the 2020/2021 fiscal year, ICPA undertook a number of activities including workshops, conferences and projects. Additional activities from our Networks, Chapters and Taskforces can be seen in their respective sections of this report.

ACTIVITIES AND RESULTS

HIGHLIGHTS OF THE PREVIOUS YEAR

This report highlights the key activities and accomplishments of the Association made over the past year. ICPA gives it gratitude to those who have contributed to ICPA for their hard work and dedication to the cause. Our small core team at ICPA work diligently all year as we continue to strive for the advancement of professional and humane corrections and prison worldwide. They are constantly working to deliver more benefits and services to our members and make every effort to organise world-class leading conferences and events. Our volunteers give their time willingly and in many cases this is not an insignificant 'donation' as a result of Committees participation and Networks coordination.

CHANGES TO THE BOARD OF DIRECTORS

At the Annual General Meeting, Mr Mark Inch (USA), Mr Paul Geurts (Netherlands), and Ms Yong Lee SHIE (Singapore) were elected for the positions of Ordinary Board Member. Ms Leann Bertsch was also successfully re-elected for a second term. Departing the Board we give our well wishes to Mr Bernie Warner, Mr Desmond Chin and Mrs Ofra Klinger and our sincerest appreciation for their valuable contributions to the Association.

BOARD BUSINESS

The ICPA Board is an international one with the consequence that our business is conducted principally through conference calls using Zoom. We have held six Board meetings over the course of the year:

Board Meeting - 26 August 2020
Board Meeting - 22 October 2020
Board Meeting - 27 January 2021
Board Meeting - 11 May 2021
Board Meeting - 2 June 2021
Board Meeting - 29 June 2021

STRATEGIC PLANNING

Two Board Strategic Planning sessions were held during the 2020-21 year on 15 October 2020 and 5 May 2021. These planning sessions looked at how ICPA can increase its engagement with the wider community and to develop new and varied content for our membership.

ONLINE AND DIGITAL SERVICES

One of our main priorities as an Association is to serve our members, and to provide them with knowledge and up-to-date information. All Members of ICPA are invited to contribute content for our website to provide a knowledgebase for all who are involved in prisons and corrections.

ICPA has invested in a new Digital Infrastructure Project which aims to further improve our services to members, and to create online interactive spaces for members to share information and connect with one another. This project will be finalised in late 2021.

WEBINARS

ICPA held the following webinars for members via our 'Present - Live Webinar' service. Recordings are also available via the website.

- Staff Well-Being and Resilience in Correctional Environments: During and After a Pandemic (9 July 2020)
- Innovation in Planning & Design for Correctional Facilities (17 September 2020)
- Correctional Design for Care and Treatment (2 March 2021)
- Prisons of the Future (27 May 2021)

ACTIVITIES AND RESULTS

PUBLICATIONS

In the past year ICPA has produced the following publications:



- **Advancing Corrections Journal Edition #10** - Understanding, Assessing, Managing and Reducing Risk
- **Advancing Corrections Journal Edition #11** - Envisioning Corrections in 2030: Where should the evidence take us?
- **Beyond the Wall Newsletter - 2020 Autumn Edition**: Community Corrections
- **Beyond the Wall Newsletter - 2021 Winter Edition**: Investing in Staff

Online copies of our publications are available on the ICPA Website to members.

OUR EVENTS

AGM

Despite being unable to hold our annual conference in 2020, our Annual General Meeting still went ahead in a virtual setting on 20th October.

Members in attendance were able to keep abreast of the latest developments of the Association, to have their say in various matters, and to vote during the elections for Board positions.

ICPA launched an ambitious programme for the delivery of an online 'learning academy' comprising four independently led topics during the November/December 2020 period.



Exclusively available for ICPA members, more than 340 participants from 34 countries took part in this unique event and joined in for webinar-style lectures, Q&A panels and chat room discussions.

A further fifth session was held in June 2021 on the topic of '*Leader Character in Times of Crisis*'.



Unfortunately the Correctional Research Symposium scheduled for May 2020 had to be cancelled due to travel restrictions. However, working with European Organisation of Prison and Correctional Services (EuroPris), and the Confederation of European Probation (CEP), we convened an online dialogue session on '*The Hidden Casualties of Covid? Understanding Prison Staff Well-Being in a Crisis*'.

This event took place on 15 April 2021. The recording is available via our website.



In collaboration with EuroPris, ICPA held the 4th Technology in Corrections conference in a virtual format on 28-30 April 2021.

With the theme of '*Disrupting Corrections*', speakers from around the world contributed their knowledge on the latest innovations and developments concerning the use of technology in prisons and community corrections.

More than 400 delegates attended this online conference, who had the opportunity to connect online with other delegates, visit exhibitors and take part in conference sessions either Live or via On-Demand recordings.

ACTIVITIES AND RESULTS

EUROPEAN PROJECTS

European Projects are conducted through the 'Stichting Foundation' ICPA Office in Europe, which is a separate entity that takes part in several projects in collaboration with other organisations around the world. These projects enhance international cooperation, produce guidance/tools and help to develop standards that contribute to the advancement of professional corrections. The Stichting Foundation is still working hard to deliver the required tasks.

Several projects were postponed or slowed down this year due to the pandemic, accordingly no new projects were undertaken this year. During the year, three (3) of our projects were completed: Aware, Integra and SkillHubs and we still have five (5) active projects— Fairness, R4JUST, PO21, CCJ4C and EduPRIS.

AWARE

The AWARE Project- A cross-sectoral awareness building on mental health needs in the criminal justice system and on release. It is a multi-agency training for working with prisoners and former prisoners with mental health needs.



The INTEGRA project- Integrated community, probation and prison services radicalisation prevention approach.

Integra strives to improve the transition process between prison and/or probation systems and the community for those at risk of radicalisation or who have been radicalised. It attempts to achieve this outcome by promoting a holistic radicalisation prevention initiative focusing on skills development of frontline staff, and community organisations' representatives.

INTEGRA project is expected to improve, on the one hand, the set of skills of prison and probation professionals on how to identify and prevent radicalisation in detention and, on the other, the skills of community organisations' practitioners (including religious organisations) working closely with the prison services in preparing continuity of support from prison to release.



The SkillHUBS Project – A transnational counselling and training model for inmates. The aim is to elaborate recommendations for the introduction of the model into national prison systems across Europe.

SkillHUBS has open the door to an improvement of the prison education in Europe and leads the way to the development of more efficient tools for skills assessment and tailor-made learning opportunities for inmates. This project is now completed and we invite you to read the 'Transnational prison up-skilling guidance and training model report'.

ACTIVITIES AND RESULTS

EUROPEAN PROJECTS (CONT.)



The FAIRNESS Project - Implementation of the Stockholm's Roadmap in cases of terrorism and radicalisation. To promote a balanced harmonisation of the legal practices in relation to the implementation of several EU Directives across the EU Member States whenever suspected or accused persons are involved in terror-related crimes or radicalisation.



The R4JUST Project - Radicalisation Prevention Competence Development Programme for Justice Professionals. The project aims to raise the awareness and provide training to judges and prosecutors on using risk assessment information to support sentencing, which is of particular interest in criminal cases involving individuals accused of violent extremism related crimes and/or terrorist involvement.



The PO21 Project - European Prison Officers for the 21st Century. The project seeks to fill the gaps and divergences mentioned by identifying existing and emerging skill needs within prison officers; strengthening the exchange of knowledge and practices and adapting vocational education and training to skills needs, while promoting qualification standards in the sector, with a particular emphasis on digital skills.



The CCJ4C Project - European Career Counselling Guidelines for Staff Working in the Criminal Correctional Justice System. The aim of the project is to develop, test and set in place a working methodology for starting or improving the career guidance process in the criminal correctional justice (CCJ), focusing on the competencies needed to manage their own career. The online training within the CCJ4C project was a success, being one of the most impressive and effective online activities. The analyzed topics gave the opportunity to exchange knowledge, get feedback, and make suggestions. More recently, workshops were organized where the techniques 'Driver Mapping' and 'Axes of Uncertainty' were applied to identify the factors and uncertainties that influence the career management.



The EDUPRIS Project - Education, Training and Lifelong learning as Dynamic interventions to promote Inclusion and Common values in Correctional Justice for Minors and Young adults with Educative challenges. The project aims to improve the learning outcomes of education in juvenile settings through the direct and active promotion of inclusive learning environments; Improve the management of teaching & learning professionals in the juvenile justice system in the partner countries and at European level. A series of free webinars will take place from July to December 2021.

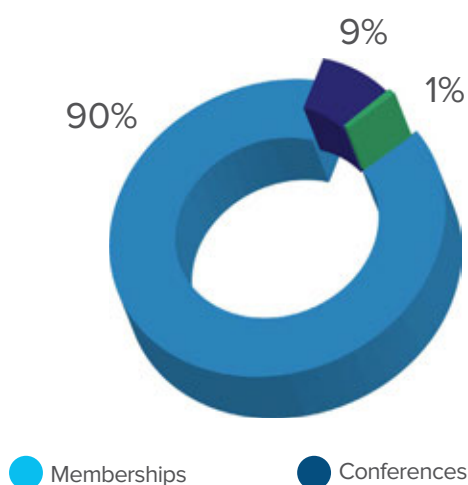


FINANCE AND MEMBERSHIP

ICPA is supported by the contributions of our Individual and Agency Members. This section of the Annual Report provides an overview of membership and financial outcomes in our 2020/2021 fiscal year.

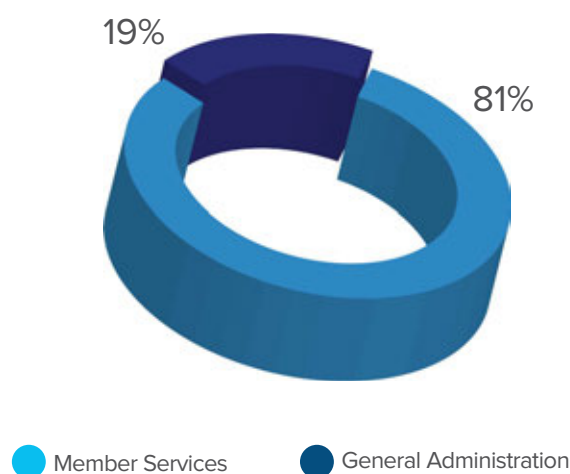
FINANCIAL SUMMARY

FY 2020-2021 Revenues



Memberships	\$ 294,323
Conferences	\$ 28,000
Other	\$ 3,452
Total	\$ 325,775

FY 2020-2021 Expenses



Member Services	\$ 254,370
General Admin.	\$ 62,705
Total	\$ 317,075

* Figures are in \$US (Dollars)

Highlights of Fiscal Year 2020-21

ICPA Budget performance for the fiscal year 2020-21 is significantly stronger than expected on both the revenue and expense sides of the financial summary. ICPA is pleased to report it has been able to maintain a healthy financial position and even generate a small surplus, even though ICPA revenues, like those of many other associations, have been impacted by Covid-19. The pandemic has had specific impacts on ICPA. They led ICPA to cancel two significant events - its annual conference in Hong Kong and the Corrections Research Symposium (CRS) in Porto due to travel restrictions and the ongoing vaccination campaign. On the other hand, the Technology in Corrections (TIC) conference was held virtually, a challenge we met by using an innovative platform and effective program facilitation.

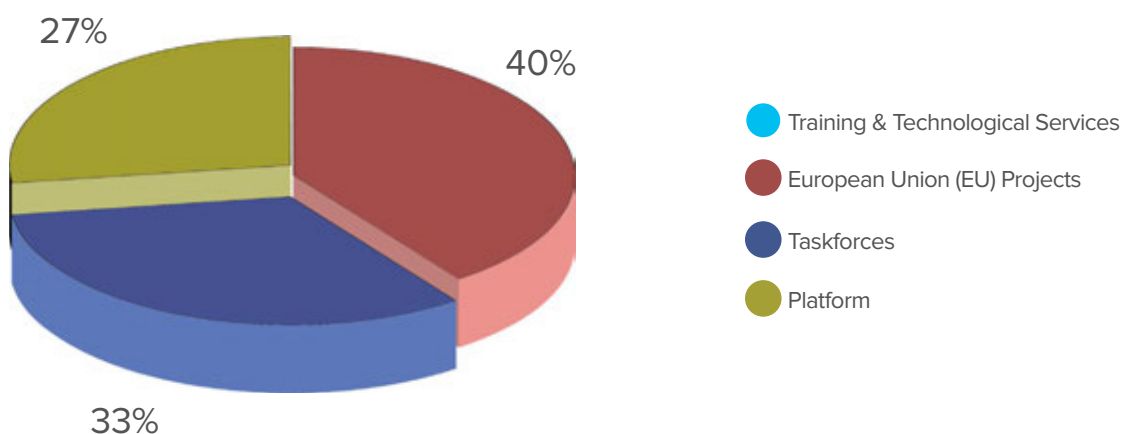
In an effort to offer more to our members despite the inherent constraints, ICPA launched the Learning Academy this year, allowing us to reach out to a group of members who were unable to travel, offering a series of webinars on different themes key to Corrections organisations worldwide. ICPA demonstrated agility in moving forward with virtual events resulting in a positive impact on member retention and in some categories, growth in the number of members.

In spite of the efforts and initiatives put forward, the challenges we faced definitely had an impact on ICPA's revenues. Fortunately, ICPA's financial and conference contracting model has been able to cope with these situations, operating at a moderate base level and limiting specific expenditures to activities addressing member needs and activities generating revenue.

FINANCIAL SUMMARY (cont.)

The consequences of the pandemic will be felt over the coming fiscal year budget and perhaps future years to some extent. ICPA has undertaken very careful financial planning and management for the fiscal year 2021-2022 as some uncertainty remains. ICPA's goal is to return to its annual and thematic conferences as quickly as possible while ensuring that we carefully manage the costs of service delivery, in addition to keeping our new products available. We have been both optimistic and realistic in building a budget for FY 2021-2022.

FY 2020-2021 Reinvestment Projects



Training & Technological Services	\$ 0
European Union (EU) Projects	\$ 30,383
Taskforces	\$ 25,000
Platform	\$ 20,463
Total	\$ 75,846

* Figures are in \$US (Dollars)

Reinvestment projects consist of income resulting from ICPA events and activities. These funds are reinvested into projects and initiatives that provide value back to our members and the wider Global Corrections Community. These resources also support ICPA Network activities.

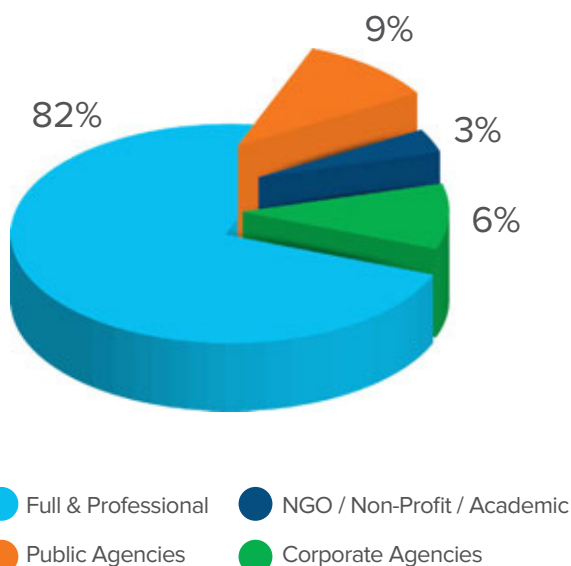
This year, ICPA was unable to provide the training services in Moldova and Kosovo and had to postpone these projects until fiscal year 2021-2022. On the other hand, the Beyond Prisons Taskforce was quite active, an initiative focused on advancing the knowledge and capability of the Corrections field in effectively serving justice-involved women in the community. From this project, a Cost Benefit Analysis (CBA)/Cost Effective Analysis (CEA) guide was developed. Lastly, ICPA has undertaken the process of developing a new platform where members will be able to connect easily with the sharing of knowledge and best practices.

OUR MEMBERS

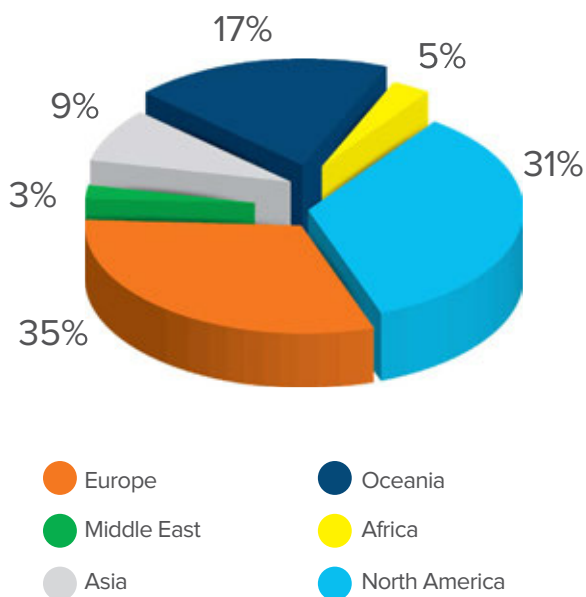
MEMBERSHIP 2020-2021

The charts below show ICPA Membership Profile by Sector as well as World Region for the fiscal year:

Membership Profile



Agency Membership by World Region



Highlights of Fiscal Year 2020-2021 Membership

In comparison to last year, the total agency members (Public, Private, NGOs) has slightly increased while our individual members have increased by approximately 40%, which could be a result of the new ICPA's online activities offered over the year. In particular, ICPA launched its Learning Academy consisting of a three-phase journey with four (4) sessions on different topics involving distinguished speakers that attracted more than 340 participants from 34 countries; held the 4th Technology in Corrections Conference on Disrupting Corrections virtually; offered an online Dialogue on Staff Well-being in Crisis as well as several webinars on Planning and Design.

ICPA efforts have netted retention of the majority of existing members and the addition of new individual and agency members during a period in which contact is considerably challenging due to the pandemic. On the other hand, we achieved 86% in membership dues when compared to the previous fiscal year, a notable achievement given the budgetary constraints of members and ICPA's inability to offer an in-person conference. We anticipate that our agency membership income will remain steady in 2021-2022 as a result of the pandemic and budget constraints for some agencies. ICPA is appreciative of its loyal members.

Indeed, all our agencies have been with us for more than 7 years on average and our Emerald agencies for more than 10 years. Striving for improvement, ICPA will continue its pursuit to develop its member base at the international level. In doing so, this enables us to fulfill our mission, which is to promote and share ethical and effective correctional practices to enhance public safety and healthier communities worldwide.

OUR MEMBERS

NEW AGENCY MEMBERS 2020-2021

We would like to welcome the following Agency Members who joined the Association:

Public Sector Agency Members

- Ministry of Public Safety and Solicitor General, Corrections Branch, British Columbia, Canada
- US Department of State (INL-CIV)
- Belgian Federal Service, CDRGA
- Nanaimo Correctional Centre, Canada
- General Directorate Execution of Sentences, Bulgaria
- Directorate of Community Service, Ministry of Internal Affairs, Uganda

NGO / Non-Profit / Academic

- Swiss Center of Expertise in Prison and Probation, Switzerland

Corporate Agency Members

- Master Kong
- FPC Antwerpen Gent

Our thanks and gratitude go to all of our Individual Members, Agency Members and supporters whose contributions sustain our activities and in maintaining our unique platform for bringing prison and corrections professionals together with the aim of advancing professional corrections.

Non-members who are considering being a part of the Global Corrections Community are encouraged to get in touch for more information. Become a member of ICPA today.



ICPA: Be part of the Global Corrections Community

MEMBERSHIP SERVICES

SERVING OUR MEMBERS

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.

HOW WE DELIVER EVENTS, TRAINING AND KNOWLEDGE SHARING



World Class Conferences

- To be recognised as the premiere 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 premiere 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 advance 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 centered on research, innovation and performance in corrections;
- To develop and facilitate strategic partnerships internationally.

MANAGEMENT STRUCTURE

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.



Peter Severin
President
Australia



Hans Meurisse
Vice President
Belgium



Diane Williams
Treasurer
USA



Anne Kelly
Board Member
Canada



Dorin Muresan
Board Member
Romania



Emiliano Blanco
Board Member
Argentina



Esa Vesterbacka
Board Member
Finland



Jennifer Oades
Board Member
Canada



Leann Bertsch
Board Member
USA



Mark Inch
Board Member
USA



Michael Spurr
Board Member
United Kingdom



Paul Geurts
Board Member
Netherlands



Pedro das Neves
Board Member
Portugal



Raphael Hamunyela
Board Member
Namibia



Steven Van De Steene
Board Member
Belgium



Yong Lee SHIE
Board Member
Singapore

MANAGEMENT STRUCTURE

EXECUTIVE TEAM

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

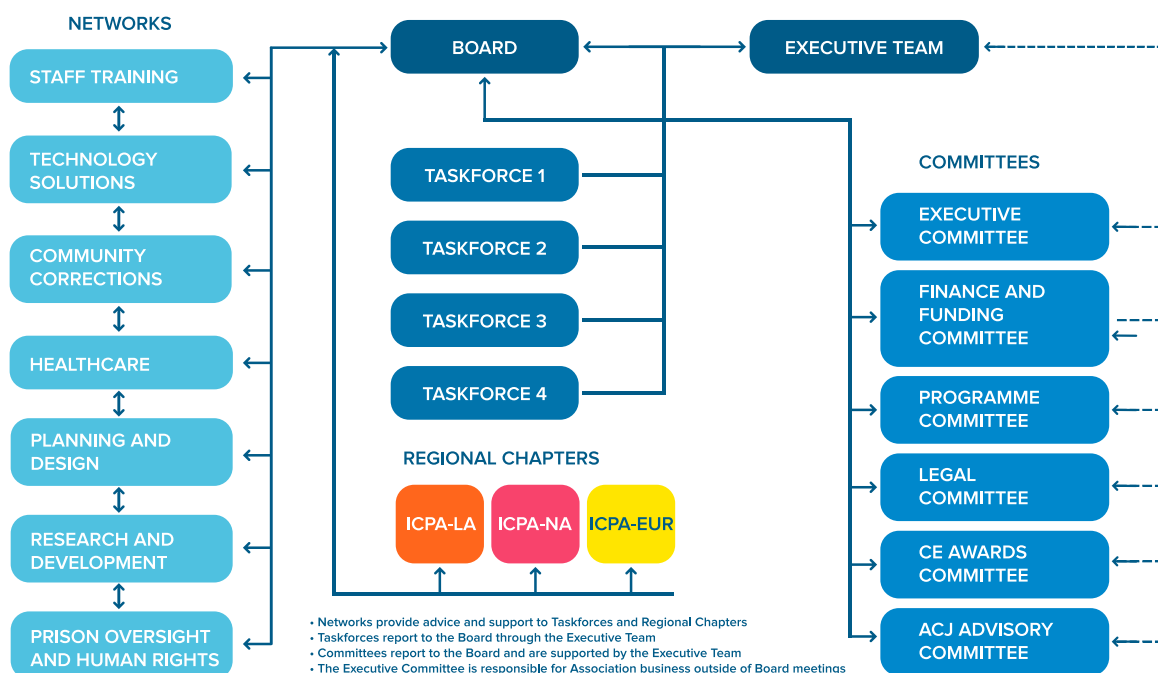


Finance Manager
Jessica Roquemore
USA



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.





ICPA NETWORKS

Our Network groups bring members together under specific correctional-related subjects for enhanced networking, dialogue and knowledge exchange. Groups are chaired and coordinated by dedicated volunteers who help to facilitate communication among group participants

Community Corrections

External Prison Oversight and Human Rights

Healthcare

Planning and Design

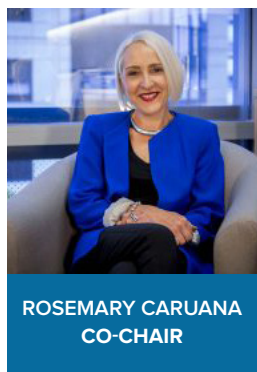
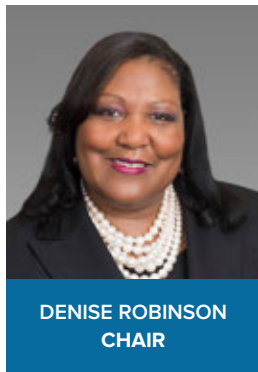
Research and Development

Staff Training and Development

Technology Solutions

ICPA NETWORKS

COMMUNITY CORRECTIONS



The Community Corrections Network (CCN) is comprised of practitioners, consultants, academics, and others who represent different types of community corrections, community supervision, and re-entry programs adding to the corrections & treatment continuum of correctional systems around the world. Our members include, but are not limited to, organizations who run residential re-entry, behavioural health treatment, specialty court dockets, workforce development, parole & probation, and day treatment programs. We welcome representatives from government, NGOs, and community partners. Our purpose is to increase the understanding of and promote the use of community-based options as an integral part of the criminal justice continuum and promote continuity of care.

ACTIVITIES 2020/2021

The coronavirus pandemic had a dampening effect on CCN's collaborative work to better define "Community Corrections" for ICPA. We remain committed to keeping the umbrella large enough to include a variety of programs and practitioners. Helping others to understand the range of community corrections programs is an ongoing objective of CCN.

As a follow up to the 7th Edition of ICPA's journal, *Advancing Corrections* that was devoted to community corrections, members of CCN have set a goal to publish articles about community corrections more frequently.

CCN expanded its collaborative work focused on women in community corrections programs. Members of CCN have been pleased to be part of the ICPA Taskforce on Women and Community Corrections and contribute to the Taskforce's newsletter

CCN is working to bring together various elements of community corrections programs and celebrate progress that has been made while noting we still have a long way to go. CCN noted that December 2020 marked the 10th anniversary of the "Bangkok Rules" (United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders). Over the past 10 years, there has been progress for some women in criminal justice systems but implementation of the Bangkok Rules is scattered and needs more support. We have regressed rather than making progress. The global female prison population is estimated to have increased by about 59% from 2000 to 2020. The trend has been propelled by harsh and punitive drug laws adopted in many countries. Around the world, drug offenses – not offenses of violence - are the main reason women are involved in the justice system.

There is a rich body of research and practice that supports the efficacy of holistic, community corrections solutions for appropriate populations. In particular, women are better served in community programs and have better outcomes than women who are incarcerated without treatment resources.

Together, we need to engage the larger community in supporting justice involved individuals. CCN wants to continue to educate others about the benefits of broad-based programs that are more *community* oriented rather than *corrections* oriented.

PRIORITIES 2021/2022

CCN will return to the work of creating a definition of Community Corrections for ICPA. Victor Dickson has volunteered to a team and work with other experts to develop the framework. We plan to hold quarterly virtual meetings in order to make progress on redefining Community Corrections.

We want to create a Community Corrections Resource Directory by asking Community Corrections practitioners around the world to provide an overview of what they do, along with evaluations/research that have been done on their programs. This will help us to broaden our expertise and tap into practitioners who can help us in defining Community Corrections. It will also provide sources for presentations and articles. We seek to engage these practitioners into CCN and ICPA.

CCN hopes to use decarceration opportunities that arose during the pandemic as a springboard for the development and enhancement of alternatives to incarceration. Experience during the pandemic showed that we can reduce our reliance on incarceration without sacrificing community safety.

CCN continues our efforts to bring together associations, people and resources. Having broad representation across different types of community corrections programs is vital. CCN aspires to share information around the world. We welcome additional suggested partnerships; ideas on how to share information across multiple boundaries; and how to add tools to increase our expertise.

AIM:

To increase the understanding of and promote the use of community based options as an integral part of the criminal justice continuum.

OBJECTIVES

Explore the development of a global clearing house of evidence informed practices and models for community based options;

Identify individuals with specific areas of expertise in community based options who should be invited to join the community corrections network;

Promote innovation and research development in conjunction with the research and development network.

ICPA NETWORKS

EXTERNAL PRISON OVERSIGHT AND HUMAN RIGHTS

The Expert Network on External Prison Oversight & Human Rights now boasts over 120 participants who subscribe to our bulletins, from roughly 30 countries. Through the ICPA, this network seeks to facilitate a constructive and professional dialogue between organisations responsible for external prison oversight and prison authorities subject to their oversight.



IVAN ZINGER
CHAIR

ACTIVITIES 2020/2021

As the pandemic swept across the world, we all found ourselves adjusting our private lives and refocusing our professional endeavours to the new reality. As such, it was a relatively quiet year for the network.

On October 8, 2020, we published a follow-up special issue of our newsletter titled “*Medical Isolation and Quarantine in Prison during a Pandemic.*” This issue included articles by:

- Robert Paterson (International Committee of the Red Cross);
- Johannes Flisnes Nilsen and Mari Dahl Schlanbusch (Norwegian Parliamentary Ombudsman);
- Fiona Rafter, Emily Collett, and Anna McGilvery (Inspector of Custodial Services, New South Wales, Australia); and
- Argentina’s Procuración Penitenciaria de la Nación.

With permission, infographic materials from AMEND at the University of California San Francisco were also appended to this issue. We are truly grateful to the above-mentioned contributors for their ongoing support.

PRIORITIES 2021/2022

Over the summer of 2021, we hope to determine our activities for the upcoming fiscal year. We anticipate releasing at least one newsletter for 2021-22. We are also looking to develop some innovative solutions to encourage and enhance information exchange between our members.

AIM:

The mission of our network is to share information, best practices and lessons learned on effective external prison oversight to enhance openness, transparency and accountability of prison authorities.

OBJECTIVES

Build an international community and network of organisations responsible for prison oversight;

Share information on best practices and lessons learned on effective external prison oversight;

Generate constructive dialogue on the values and benefits of external oversight with prison authorities;

Promote compliance with the Rule of Law and domestic/international human rights obligations with respect to prisoners and prison staff;

Provide technical advice and assistance to organisations responsible for prison oversight as requested and appropriate;

Provide capacity building on oversight operations, including investigations, inspections, visits and alternative dispute resolution.

PLANNING AND DESIGN

The Planning and Design Network was authorized by the Board at the Mexico City Conference with recognition and support that the built environment influences human behaviour and that attention to the evidence-basis of planning and designing new or re-purposed correctional environments is consistent with the aim of advancing corrections.

The purpose of the network is to promote an international dialogue on planning and design practices that have fostered change in built environments.

ACTIVITIES 2020/2021

During the global pandemic, the P&D Network has been very busy planning and supporting three Global Webinars on Prison Design and the implications on human behaviour:

- Innovation in Planning & Design for Correctional Facilities;
- Correctional Design for Care and Treatment;
- Prisons of the Future.

Participation in these webinars exceeded 100 participants. The presenters reflected the academic, practice, and research sectors.

Our priorities are to continue to strengthen and broaden our Network membership through consideration of a semi-annual newsletter and to prepare for the next in-person global seminar.



AIM:

To promote humane and exemplary practices for the planning and design of new and renovation of existing prison environments.

OBJECTIVES

Assemble as many existing physical plant standards/guidelines that impact prison design as can be identified;

Examine the “dozen” critical guidelines (e.g., space allocation per prisoner for sleeping) that every prison department should aim to achieve;
Cross reference these critical guidelines with existing minimum standards;

Identify how and where these guidelines could be included in the UN Minimum Rules;

Assemble a catalogue of essential technology for consideration by:

- a) Post-conflict/disaster conditions.
- b) Developed nations; and
- c) Developing nations.

Begin the preparation of a basic design guidelines document with examples for 3 (a, b, and c) above.

RESEARCH AND DEVELOPMENT

As an informal collection of both academics and corrections professionals who believe in the value of research for guiding practice, and with a current signed-up count of more than 70 members from over 20 countries, the Network concentrates on a few major activities in realizing its mission, the principal one being continued publication of our ICPA Journal *Advancing Corrections*, with the 12th Edition soon to be released in November 2021.

In view of the size and spread of the Network, most communication among members is conducted via e-mail as members share information and comments on new research findings and their implications.



ACTIVITIES 2020/2021

Many of the R&D Network members are also on the Editorial Board of *Advancing Corrections*. In the 2020-21 period, we were able to publish two more excellent Editions of the Journal, a 10th Edition on '*Understanding, Assessing, Managing & Reducing RISK*' and an 11th on '*Envisioning Corrections in 2030*'.

One of the strengths of the Journal is that we continue to attract submissions from around the world – for these last two Editions, from the US, UK, Ireland, Scotland, Finland, Switzerland, New Zealand, Australia, Singapore, Japan and Canada. We are also now attracting more University researchers to share their work in the Journal, as well as some of our key corrections partners (e.g., ICRC, CEP).

A number of the R&D Network members are also on the Program Committee for the International Correctional Research Symposium (CRS). Because of the continued spread of the Covid pandemic, the 3rd CRS that was to be held in Porto, Portugal the week of May 11th 2020 was postponed to 2022. The CRS event is intended to bridge the researcher/practitioner gap. A well-attended Webinar was organized instead on the '*Hidden Staff of Casualties of Covid*' which was done in collaboration with EuroPris and CEP.

Network members continue to make a visible and valuable contribution to our ICPA Annual Conference, as was the case in Argentina for a number of Conference Workshops, and will be the case for the upcoming ICPA Virtual Conference in October, 2021. Network members have also supported the recent launch of the ICPA Online Learning Academy.

In cooperation with the ICPA Program Committee and the IACFP, we continue to identify suitable speakers for the Annual ICPA Distinguished Scholar Lecture (for 2021, Dr. Anna Motz from the UK speaking on treatment of violent women); we provide input into the selection of the Annual ICPA Research Award; provide research support to the ICPA Taskforce on Women and Community Corrections; and we assist in reviewing various research funding proposals that ICPA is asked to support (e.g., a comparative analysis of the impacts of Covid-19 across prison jurisdictions in Scotland, the US, Germany, Poland, and Canada).

PRIORITIES 2021/2022

To continue solidifying the AC Journal's reputation as the premier, international, practitioner-oriented publication in the field.

With the support of ICPA Executive Team, develop a formal Publication Policy and apply for the Journal to be included in a scholarly citation index (Web of Science) that can support promotion of the Journal with relevant academic institutions around the world.

To publish another two Editions of the AC Journal around the themes of:

- Innovation in Correctional Healthcare
- Beyond CBT: What Else Works in Engaging Offenders?

Continue participating on the Program Committee for the *Third International Corrections Research Symposium*.

Develop an ICPA R&D E-Bulletin to highlight applied research that is being pursued by correctional jurisdictions around the world.

Collaborate with several correctional jurisdictions who have active Research Departments in conducting an in-depth survey looking at how in-house research priorities are determined, what topics are intended to be investigated in the near to medium term, how the barriers and challenges in implementing evidence-informed practice are dealt with ...etc. The survey findings would hopefully inform the ICPA community in various ways and lead to some greater inter-agency cooperation to advance evidence-informed correctional practice.

AIM:

To effectively disseminate research-informed correctional knowledge and promote its application for the advancement of professional and humane corrections and prisons world-wide.

OBJECTIVES

Assist ICPA members (i.e., individuals & agencies/jurisdictions, committees) to become more aware of the most recent, relevant and reliable research findings in the field;

Help in translating (explaining) the practice and policy-related implications of this research knowledge;

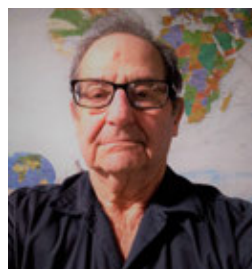
As it becomes practical and possible to do, offer 'technical assistance' for capacity building in select jurisdictions/agencies in implementing and evaluating research-informed change in correctional operations;

Conduct some useful and needed cross-national comparative studies (i.e., surveys and/or other data gathering efforts) in thematic areas identified in conjunction with the other ICPA Network Groups;

In assisting ICPA in promoting and realising its Vision and Objectives, work towards establishing collaborative partnerships and garnering greater support and involvement from the academic and scientific research communities in our Annual & Regional Conferences, Newsletter, Web Site, and other ICPA activities.

STAFF TRAINING AND DEVELOPMENT

The purpose of the ICPA Staff Training and Development Network is to bring together professionals vested in the professional development of staff in all aspects of the effective management of the correctional workforce. Through cooperation, the Network seeks to develop training curriculum, lesson plans, contribute to the formation of policies and assist in their implementation.



GARY HILL
CHAIR



DORIN MURESAN
CO-CHAIR

During this past year, the Staff Training and Development Network consisted of 107 individuals from 36 nations. We are assisted in our work with the help of 7 international interns.

ACTIVITIES 2020/2021

Publications updated: Basic Training Manual for Correctional Workers, Guidelines for Correctional Workers in Peacekeeping Operations, Working with Foreign Prisoners, Use of Force, Planning Manuals for Prison Construction, Survival Sourcebook for inmates being released, Checklist for United Nations Standards, sample lesson plans on more than 40 subjects and sample curriculum.

Consultations, research, and field work include staff training needs assessments, correctional training academies, staff stress reduction, staff training in a time of pandemics, training needs for female correctional officers, food safety training, working with inmates with mental health issues, working with violent extremist inmates, potential radicals and convicted terrorists.

Projects:*

- Staff Stress Reduction
 - Healthy Prisons (including mental health)
 - Working with Correctional Staff Unions (to enhance support for correctional officer training and to help ensure the training provided is useful)
 - Staff and Leadership Training (Namibia, Moldova, Lesotho, Kosovo)
 - Staff Training Needs Analysis (Lesotho, Moldova, Kosovo, Albania)
 - Staff Training, Prison Policy (Lesotho)
 - Implementation of UN and International Standards
- (*Training Seminars and Consultations mainly via Zoom)

Joint Ventures:

- **SAW PROJECT** (<https://sawproject.org>) - SAW (Supervision Around the World) Project is a new initiative to create a worldwide data-sharing platform designed to bring positive change to the global supervision industry through international collaboration.
- **EDUPRIS** (<https://www.edupris.eu>) - To improve the learning outcomes of education in juvenile settings through the direct and active promotion of inclusive learning environments.
- **CCJ4C** (<https://www.careersincorrections.com>) - To develop career counselling guidelines for staff working in corrections.
- **R4JUST** (<https://www.r4just.org>) - To create and raise awareness on the broad picture radicalisation and violent extremism.

- **PO21** (www.prison-officers21.org) - Seeks to create a sectoral platform working towards the prospective development of a professional role (the necessary knowledge, skills and competences) for Prison Officers for the 21st century.

PRIORITIES 2021/2022

- The Staff Training and Development Network was approved by the ICPA Board to conduct 3 additional workshops, similar to the ones mentioned earlier (Environmental Therapy, Greening of Prisons, Healthy Prisons) – however, the new sessions are on hold until Covid-19 is under control. As we get closer to that time, new topics for the workshops will be identified.
- The collection of staff training curriculum and individual lesson plans on all aspects of corrections to include on our website and in our database. We are cooperating with other international organizations on this.
- We are working on a handbook dealing with good practice and techniques for online training.
- We are working with a group from the International Association of Correctional Training Personnel on identifying good practices and training curricula on suicide prevention and leadership training.
- We are updating our information on training to help ensure ethical practices and to reduce corruption.
- We are helping develop policies, procedures and practices impacting on correctional training.
- We are working with the United Nations Program Network Institutes on developing an international calendar of training events.
- We are exploring the development of an international public information/public education effort to explain humane corrections to the public and to legislators and to help in the recruitment of professional staff.
- In July 2021 we will have a team working with our colleagues in Kosovo on conducting a training needs assessment, leadership training and training curriculum review.

AIM:

To enhance professionalism in corrections, prisons, detention and community services through training and good personal policies.

OBJECTIVES

To maintain ICPA as an innovative, learning organisation, promoting and disseminating good practice through the recruiting, vetting, training of staff and the development and implementation of good personnel policies;

To enhance co-operation in development of curriculum, lesson plans and training techniques between regions, countries, public, private and voluntary sectors involved in corrections, detention, community services and prisons;

To develop and promote policies and standards for the training of individuals concerned with the operation of professional and humane corrections, detention, community services and prisons;

To influence governments, policy makers, correction administrators and managers to adopt good personnel policies and to constantly update and improve training for staff and others associated with the operation of safe, humane and effective corrections, detention, and community services and prisons.

TECHNOLOGY SOLUTIONS

The mission of Technology Solutions Network is to promote the advancement of corrections through ICT & Technology enabled business transformation, based on available research, supported by proven solutions and methodologies.

ACTIVITIES 2020/2021

The Key Activities of the Network are:

- Promoting research in Technology by bringing researchers together to share plans and outcomes in the field;
- Promoting innovation and corrections-focussed IT and technology solutions by organisation discussions and events;
- Sharing best practices, strategies and open-source solutions;
- Collaborating in projects to support developing countries with the implementation and usage of digital solutions to improve the management of offender information;
- Promoting research in Technology by bringing researchers together to share plans and outcomes in the field;
- Promoting innovation and corrections-focussed IT and technology solutions by organisation discussions and events;
- Sharing best practices, strategies and open-source solutions;
- Exploring, collecting and documenting existing relevant international data/information standards as well as detect gaps/needs.

In 2020-21, the Network has made progress on the following workstreams related to the above Key Activities:

- Formalization of a partnership with The Corrections Technology Association (CTA);
- Advanced planning on establishing a GitHub repository for open source technology solutions in the corrections space (progress has been impacted by COVID);
- Advanced work on establishing data standards in the corrections space to ensure that all corrections technology professionals are communicating effectively (progress has been impacted by COVID);
- Supported planning and delivery of the Technology in Corrections (TIC) virtual conference, held in April 2021;
- Initiated conversations regarding a regular international CIOs in corrections call to discuss collaboration and work through common barriers to advancing the technology agenda.

PRIORITIES 2021/2022

The Key Activities planned for the 2021-22 period are:

- Continued development of partnership between CTA and ICPA;
- Continued advancement of data standards in corrections;
- Discussions and potential development of co-sponsored webinars relating to the “new normal” of corrections operations in an ongoing and post-COVID impacted landscape.



SIMON BONK
CHAIR

AIM:

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

OBJECTIVES

Assemble and share technology solutions, implementations and digital strategy development practices across jurisdictions;

Promote and support research and evaluation practices related to the usage of technology in Corrections;

Challenge ICT and technology providers to address specific corrections-specific needs and problems;

Support world-wide members to use technology for improving the effective delivery of correctional services, improve efficiency and effectiveness;

Support the development and usage of technology and data/information standards.



ICPA TASKFORCES

ICPA's Taskforces are comprised of volunteers who work together to undertake specific activities relating to the Association's strategic focus. These activities are supported by the ICPA Reinvestment Fund*, and teams of subject-matter experts work together to advance professional corrections through their projects and initiatives.

*The ICPA Reinvestment Fund is formed from surplus revenues as a result of ICPA's events and activities. This surplus is then reinvested into projects and initiatives which provide value back to our Members and the wider Global Corrections Community.

TASKFORCES

BEYOND PRISONS

The Beyond Prisons Taskforce was established as a time limited project in December 2018 to identify leading practices and research in support of the development and adoption of gender informed and women-centred community-based alternatives to incarceration. The Taskforce accomplishes this through the active sharing of international experience, knowledge and research between ICPA members and other interested stakeholders. We believe that community alternatives should be a pervasive and predominant consideration within criminal justice and correctional systems.



JENNIFER OADES
CO-CHAIR



DIANE WILLIAMS
CO-CHAIR

ACTIVITIES 2020/2021

- Over the last year, the Taskforce has continued to meet approximately every 6 weeks.
- Since the last annual report, the Taskforce has distributed 4 newsletters to ICPA members and other international stakeholders that feature women centred programs, research, news and events. These newsletters are posted on the ICPA website for accessibility to its members.
- In June of 2020, the Taskforce endorsed the Sequential Intercept Model (SIM) developed by the Substance Abuse and Mental Health Services Administration's (SAMHSA) Gains Centre and expanded it further by developing a holistic, women-centred model where community options are represented as the primary option no matter where a woman is within the judicial process. This model was shared with ICPA members via its June Newsletter, and is currently posted on the 'Beyond Prisons' webpage.
- In November, the Taskforce facilitated ICPA's Learning Academy event entitled "Strategies for Women Offenders". The event involved the participation of notable keynote speakers with over 105 persons in attendance from various parts of the globe.
- The Taskforce developed a guide entitled "Key Program Indicators and Cost benefit Analysis Considerations for Decision Makers" for criminal justice policymakers, practitioners, program providers, and funders to outline considerations and identify resources to advance gender-responsive, community-based services and supervision.
- The work of the Taskforce was featured in the 7th edition of Justice Trends magazine.

FUTURE ACTIVITIES

- In August of 2020, the Taskforce will be presenting at the 46th Annual Training Institute in Boston by the American Probation and Parole Association (APPA) on the topic of developing effective community based practises for women.
- During the summer and early fall, the Taskforce will be piloting the development of a Cost Benefit Analysis (CBA) and Cost Effectiveness Analysis (CEA) framework with an existing women centred program. The pilot will test, in real time, the challenges, and strategies

TASKFORCES

for developing CBA and CEA frameworks to provide much needed advice and support to practitioners, program providers, and funders when developing an evaluation framework that is grounded in proven methodologies. The results are expected to be shared with ICPA members in the fall.

- In September, the Taskforce will be releasing its sixth (6th) and final newsletter. The Taskforce will also be submitting its final report to ICPA that includes recommendations on ways in which the work of the Taskforce can be sustained as well as built upon by ICPA.

MEMBERS

Jennifer Oades (Co-Chair, Canada)	Stephen Pitts (United Kingdom)
Diane Williams (Co-Chair, United States)	Dr. Melissa Hamilton (United Kingdom)
Rosemary Caruana (Australia)	Dr. Kelley Blanchette (Canada)
Denise Robinson (United States)	Mary Mbau (Kenya)

TASKFORCES

C19 PRISONS

In March 2019, ICPA formed the C19 Prisons Taskforce to help our colleagues and members during this unprecedented crisis. Our ability to share information, communicate openly and work together in addressing the issues concerning the prevention and containment of Covid-19 in prisons is paramount to the safety of those concerned.



ACTIVITIES 2020/2021

A suite of activities and initiatives were rapidly developed during the height of the crisis. Some of these resources and activities continued into the 2020-21 period:

Information and Knowledge Sharing

A dedicated resource portal on www.icpa.org to make it easier to find news, articles, resources and other information concerning Covid-19 in prisons. With the ability to search based on keywords, categories, and filter-based criteria, it is aimed at helping colleagues to locate information quickly and more easily. The portal also contains links to 'Highlighted Resources' from UNDPO, UNODC, ICRC, WHO and EuroPris as well as listing of both internal and external webinars.

Information Exchange Meetings

Our Information Exchange Meetings provided a virtual roundtable environment for prison/correctional professionals to come together and discuss their practices and procedures, share tips and advice and to create new relationships with colleagues for future exchanges and support. Groups of individuals who share a common background were convened in small groups of approximately ten people for meetings up to 90 minutes.

Additionally, meetings were organised in collaboration with the African Correctional Services Association (ACSA) with a number of agencies within the Southern African Development Community region to assist in the sharing of Covid related information and practices.

Data Collection

Utilising various media sources, and in partnership with Abilis Solutions Inc., an interactive map of Covid infections and other indicators can be found on our website.



ICPA CHAPTERS

The Chapters of ICPA assist in developing relations on a regional level and aim to foster cooperation among prison and correctional professionals, agencies and other entities and help to ensure that Association activities and initiatives remain relevant and inclusive throughout other parts of the world.

CHAPTERS



ICPA LATIN AMERICA (ICPA-LA)

To bring together all relevant actors in the correctional community of Latin America, the Caribbean region, Spain and Portugal, with the aim of sharing local knowledge, making available best practices and helping to improve prison services in the Region. A main focus is the development of community sentences, alternative measures and probation services, all of which are underdeveloped in the Region.



EMILIANO BLANCO
CHAIR

ACTIVITIES 2020/2021

- The chapter activities in 2020 have been dominated the situation with Covid-19 inside the prison and probation services. It was possible to organise several activities to discuss issues with C-19 management inside prisons and the relationship with judiciary authorities. The Chapter participated in ICPA activities about Covid and Prisons, including the Taskforce, with a view to adapting some of those activities for Latin America. We have also reached out to our members for them to share their statistics on Covid-19;
- Joint conference with Inter-American Development Bank (IADB) and International Committee of the Red Cross (ICRC) on learnings from Covid-19 was held for the regional heads of service and heads of sanitary services. Attended by top-level politicians and correctional directors of Latin American countries. Discussions about responses to the pandemic in alternative measures, technological solutions, impact on Human Resources and gradual adaptation for the “new normal”;
- Participation in academic activities;
- Meetings with member countries and relevant academics for the Region;
- Virtual Technical Dialogue with authorities of the Latin American prison system: Argentina, Brazil (ES), Chile, Colombia, Costa Rica, Guatemala, Ecuador, Paraguay and Uruguay. Likewise, we had the experience of the General Directorate of Reintegration and Penitentiary Services of Portugal in the implementation of biosafety protocols established by the Ministry of Justice in penitentiary institutions, to prevent and mitigate the spread of Covid-19. This activity was planned within the framework of an initiative of the Inter-American Development Bank called “Regional Public Good” on the identification of a Comprehensive Penitentiary Management Model to respond to health and humanitarian crises in prisons in Latin America and the Caribbean;
- Participation in the UNAFEI Congress;
- Participation in Colombia Congress for Prison Matters;
- Groundwork to develop toolkit for the use of prison leaders in the region. Based on MQPL framework (A Liebling) and best practices to prevent staff burnout (SPF-Argentina). Initial response was very positive – more work needs to be done to make available to all;
- Meeting with different Heads of Service and other correctional leaders in the Latin America and Caribbean regions to help determine their priority areas of concern and interests in networking with fellow corrections leaders.

PRIORITIES 2021/2022

- Continue the development of toolkit in MQLP and Burnout;
- Make an application model in three countries of the toolkit;
- Collaborate with the IADB in professional assistance and consultation;
- Continue to strengthen our relationships with professional forward thinking Latin - American Correctional Organisations, including private, public sector and NGO's, as well as other Organisations;
- Encourage the continued involvement of professionals and officers to contribute to our various ICPA publications and participate in ICPA's various virtual events as well as the annual International Conference.

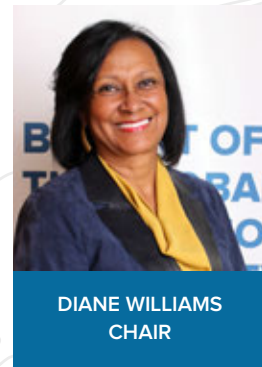
CHAPTERS



ICPA NORTH AMERICA (ICPA-NA)

ICPA-NA, as the North American/Caribbean Chapter of ICPA, has as its core aims, the advancement of ICPA's values in our region (i.e., advocating for the development of a consistently professional and humane corrections); the continued expansion of ICPA membership; networking with other key partner organizations/associations; and most importantly, seeking ways to bring together correctional leadership in our region to learn from each other and from international developments in the field.

We are a small but committed group of corrections professionals who welcome partnerships and collaborations with other Corrections or Criminal Justice Organizations, emphasizing the sharing of knowledge and experience throughout North America and the Caribbean and serving as a conduit for knowledge-sharing internationally on some of the most pressing correctional challenges.



ICPA NORTH AMERICA - BOARD OF DIRECTORS

- Diane Williams (Chair, USA);
- Frank Porporino, Ph.D. (Secretary, Canada);
- Dan Lombardo (Treasurer, USA);
- Gary Hill (USA);
- John May (USA);
- Bernie Warner (USA);
- Bob Goble (USA);
- Steven Carter (USA);
- John Nurse (Barbados);
- Doug Dretke (USA);
- Mark Inch (USA);
- Reggie Wilkinson (USA);
- Jennifer Oades (Canada)
- and with support from Anne Kelly, Correctional Service Canada.

ACTIVITIES 2020/2021

- Prior to the emergence of the Covid pandemic, the ICPA-NA Board met as usual in conjunction with ACA in August 2019 and January 2020. Members participated in various ACA Committees, including the International Relations Committee, and President Williams has a regular agenda item at the meeting of the Correctional Leaders Association (CLA), previously known as the Association of State Correctional Administrators (ASCA), to provide an update on ICPA activities;
- Since the last two ACA Conferences were not held, Skype/Zoom meetings of various ICPA-NA sub-committees have continued during the pandemic period;
- We were able to hold an in-person Strategic Planning Session on March 3rd to 5th 2020 to set priorities for 2020-23 (see below). Our focus for this report is 2020-2022;

- A sub-committee was formed to design and disseminate a survey to correctional leaders in the North America Chapter jurisdiction. The intent was to learn how we can serve and be of value to the correctional leadership in our region and gauge the level of interest there might be to participate in the proposed Regional Platform dialogue to be held in conjunction with the ICPA Virtual Conference. We hope to ascertain key concerns beyond Covid and to engage them with ICPA more directly. The CSC Commissioner, Anne Kelly, was asked to distribute the survey to Provincial Heads of Service, John Nurse to Caribbean Heads of Service and Kevin Kempf in the US to the CLA leadership. We are also seeking input on the Community side. We are hoping for at least 20 participants. This will also link to the round table discussion we plan to host in conjunction with next year's ICPA conference in Florida;
- Research was conducted to determine the viability of building a project repository for key North American initiatives with the intent of engaging students to collect and input the information. This was deemed a first step in reaching out to and engaging students in the NA Chapter. Next steps are noted in priorities planned for the new fiscal year;
- As is true each year, individual board members made significant contributions to ICPA initiatives including, but not limited to training and staff development for EU, Africa and other countries/continents, led various aspects of the C19 Prisons Taskforce, played a key role in designing and delivering the Technology in Corrections (TIC) conference, led Network group activity, connected through committee work and other forms to other North American Corrections Organizations (ACA, IACFP, APPA, ICCA, AWEC, etc.), led the Beyond Prisons Task Force, served as Editor for Advancing Corrections, and served on the Annual Conference Program Committee, among numerous other projects.

PRIORITIES 2021/2022

ICPA-NA has already begun its FY2021-22 work. Our priorities are:

- Assist in the planning and delivery of the 2022 in person conference scheduled for October 2022 in Orlando, Florida;
- Convene a North American Leaders Round Table discussion in conjunction with the ICPA conference;
- Support the World Congress on Probation and Parole scheduled for September 2022 in Ottawa Canada;
- Finalize and implement student engagement and membership plan;
- Continue the Chapters ongoing efforts to build effective partnerships to foster the work of the chapter and ICPA as a whole.

CHAPTERS

ICPA EUROPE (ICPA-EUR)

ICPA-Europe, as the European Chapter of ICPA, has as its most important goal, the advancement of ICPA's values in the European region, i.e. promoting the development of a sustainable professional and humane execution of sentences and measures; the expansion of ICPA membership in Europe, networking with other key partner organisations and associations in a broader context including, Council of Europe, EU stakeholders, NGO's, Academics, etc.

and most importantly strengthening the position of ICPA in the European environment, complementary to and in good collaboration with existing organisations. We also seek to exchange information on different levels to give ICPA Europe visibility and credibility in these difficult times (without the ability to hold physical meetings or workshops), and to use our first line business experience across specific fields such as technology or prison & design. We also aim to (re)connect with European Heads of Services, re-enforce former relationships and create new ones.



ICPA EUROPE - BOARD OF DIRECTORS

- Hans Meurisse (Chair, Belgium)
- Paul Geurts (Netherlands)
- Dorin Muresan (Vice-Chair, Romania)
- Pedro das Neves (Secretary, Portugal)
- Michael Spurr (United Kingdom)
- Esa Vesterbäcka (Finland)
- Steven Van de Steene (France)

ACTIVITIES 2020/2021

- Due to the continuation of the Covid pandemic, it was unfortunately still impossible for the ICPA-Europe Board to meet physically and as a consequence, all the different Board Members used their networks to communicate regarding the recently formed European Chapter. Skype and Zoom meetings, etc. have been the main method of communication and for meetings during this interim period;
- Paul Geurts was elected to the ICPA Board during the 2020 AGM and has become an active member of the European Chapter;
- Potential candidates were contacted for the upcoming 2021 October AGM and the elections for open Board positions (Two European Board Members step down this year);
- Chapter procedures continued to be developed and were finalised;
- Several members of the ICPA Europe Board have been contributing to various initiatives, including, Planning & Design webinars, Learning Academy, Technology in Corrections Conference, and future events such as the ICRC's World Conference on Health in Prisons;
- As a result of effective networking, the European Chapter succeeded to bring in new Agency Members to ICPA;
- Finalising the application and obtaining ICPA Observer Status in the Council of Europe (Strasbourg) and future participation in the Working Group of the Penological Council.

PRIORITIES 2021/2022

The following are the key priorities for the 2021-2022 period:

- Renewal and update of the ICPA Europe Board;
- Further strengthening of relationships with the professional European correctional organisations, including Public Sector agencies, NGO's, and other professional organisations;
- Being a frontrunner for innovative approaches to current and emerging challenges in the corrections field;
- Continue to support ICPA initiatives and further integrate with European stakeholders;
- Support ICPA with expertise in the development of future events such as the Innovation in Prison Infrastructure Conference (date to be confirmed), and the ICPA Learning Academy initiative;
- As soon as Covid19 situation allows, to organize a first physical meeting with all European ICPA Board Members.



ICPA
International Corrections
& Prisons Association



**INTERNATIONAL CORRECTIONS
AND PRISONS ASSOCIATION**

Avenue Louise 132A,
Brussels, 1050,
Belgium

www.icpa.org

contacticpa@icpa.org