



ICPA
International Corrections
& Prisons Association

ICPA BUSINESS PLAN 2026 – 2027





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PRESIDENT AND EXECUTIVE DIRECTOR FOREWORD

Over the past three years, ICPA has focussed our activity to ensure alignment with the priorities set out in the Strategic Plan. As we move into 2026 and 2027, the third year of the Strategic Plan, our focus is on consolidating our growth, expanding our global reach, and ensuring that ICPA membership continues to deliver clear and practical value across the globe.

The 2026 - 2027 Business Plan sets out a coherent program of work grounded in connection, capability, and impact. Across the year ahead, we will deepen engagement with existing members, grow global membership, and strengthen partnerships that promote ethical, effective, and evidence-informed correctional practice. We will continue to position ICPA as the international, member led, association where correctional leaders, practitioners, researchers, and partners share knowledge, collaborate across jurisdictions, and translate innovation into practice.

A major area of activity for the Association is our annual conference, thematic conference and broader events calendar. In October 2026, we will convene the 28th Annual Conference in Belfast, Northern Ireland, hosted by the Northern Ireland Prison Service, under the theme “Partnerships in a Modern Corrections Landscape: Responding to Increasing Growth and Complexity.” The strong response to the Call for Papers highlights both the urgency of the challenges facing corrections and the appetite across the sector for shared learning. The Annual Conference, alongside the Heads of Service Forum, will provide a critical space for leadership strengthening, strategic dialogue, research exchange, network building, and practical problem-solving.

In 2027, we will broaden specialised learning and collaboration through two additional flagship (thematic) events: the inaugural Recruit. Retain. Renew.: Corrections Workforce Conference (Europe) and the second Women in Corrections Conference (WICC). In parallel, we will progress preparations for the 2027 Annual Conference in Harare, in partnership with our host, the Zimbabwe Prisons and Correctional Service.

Our work extends well beyond in-person events. We will strengthen year-round engagement through our thematic Networks and regional Chapters, supported by a suite of live online webinars and virtual forums). We will continue to share good practice through our Advancing Corrections Journal and Beyond the Wall newsletter, and we will progress key organisational initiatives to strengthen our digital platform, communications, and operational effectiveness. We are especially excited to finalise our Network Review project and ensure members are using all ICPA's resources through our dedicated member-training opportunities.

Together, these actions reflect our commitment to listening to members, responding to emerging needs, and delivering measurable outcomes across global engagement, practice improvement, member support, and effective Association governance. ICPA's impact depends on the strength of its community, and we thank our members, partners, and supporters for the expertise, energy, and collaboration that make this work possible.



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.

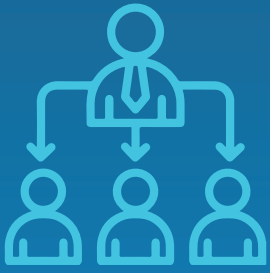
Vision

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.



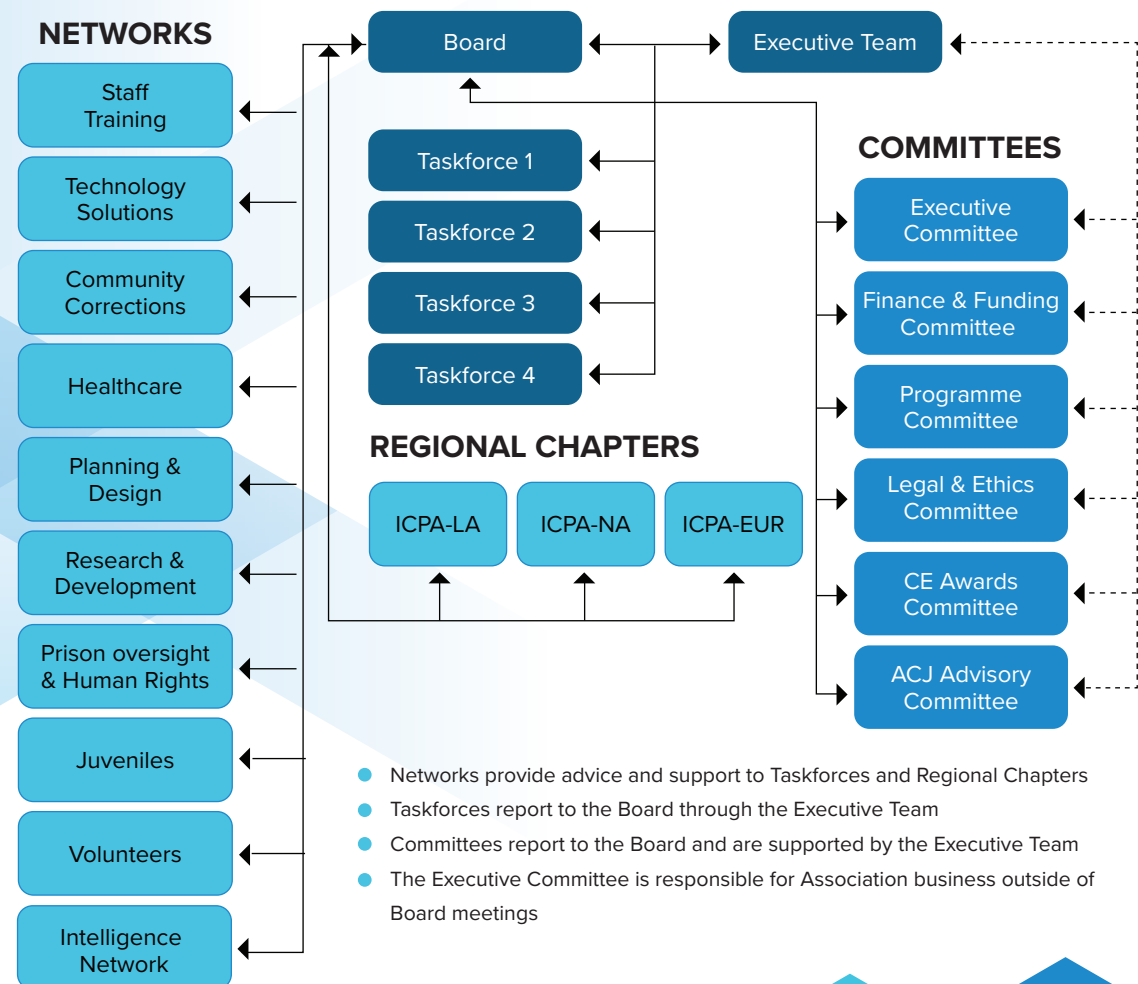


ASSOCIATION GOVERNANCE AND MANAGEMENT

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



**Fatih
Güngör**



**Heidi
Washington**



**Kathleen Van
de Vijver**



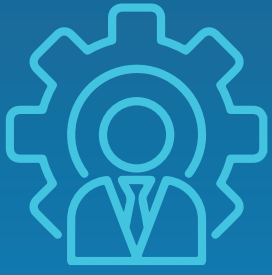
**Marayca
Lopez**



**Moses Cyrial
Ngawaite Chihobvu**



**Nadya
Radkovska**



ICPA EXECUTIVE BOARD



**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. ICPA's financial management and accountancy services are undertaken by US firm Cherry Bekaert.



Natalie Boal,
Executive Director



Catalin Ungureanu,
Events Manager



Grail Mageean-Ray,
Partnerships and Growth
Manager



Laura Andrite,
Media and Communications
Manager



Fraser Bryans
Technology Advisor -
IT, Systems and Events



Ronja Pörhö,
Business Coordinator



Mostapha Ben Mouh,
Communications Coordinator



Daryl Churney
Strategic Advisor,
Visiting Assistant Deputy Minister,
Canada



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 holds its 2026 Annual Conference in Belfast, Northern Ireland.	Work collaboratively with the Northern Ireland Prison Service to organise and host the 2025 Annual Conference.	≥ 600 individual attendees at ICPA's 2026 Annual Conference in Belfast.	October 2026
ICPA holds the second Women in Corrections Conference (WICC).	Work collaboratively with the Thailand Institute of Justice to organise the second WICC.	≥ 200 individual attendees at WICC 2027.	June 2027
ICPA holds the inaugural Recruit. Retain. Renew.: Corrections Workforce Conference (CWC) in Europe.	Work collaboratively with partners to organise the first CWC.	≥ 200 individual attendees at ICPA's inaugural conference on recruitment and retention of staff in correctional settings.	May 2027
ICPA prepares for the Association's 2027 Annual Conference in Zimbabwe	Work collaboratively with the Zimbabwe Prisons and Correctional Service (ZPCS) to prepare for the 2027 Annual Conference.	Call for Papers released for the 2027 Annual Conference.	June 2027



We influence the improvement of correctional practice worldwide

Output	Activity	Measure	Timeline
ICPA connects with Heads of Service from across the globe.	Invite Heads of Services from all countries to its in-person and virtual heads of service forums.	≥ 50 correctional leaders connect with ICPA through the Association's virtual and in-person heads of service forums.	June 2027
ICPA is represented at key in-person events around the world to influence improved correctional practices.	Engage with relevant regional and international partners to represent its members across the globe.	Member representation at ≥ one major conference in North America, Europe, Africa, Latin America and the Asia-Pacific.	June 2027
ICPA actively engages with the university sector to support research into correctional practice and justice initiatives.	Establish the Association's Advancing Corrections Journal (ACJ) as a globally available, indexed publication.	ICPA's ACJ is available in relevant academic databases.	June 2027
ICPA delivers a suite of live online service offerings to members.	Hold a series of online service offerings that meet the needs of members.	≥ six webinars delivered per year.	June 2027



We understand and respond to our member needs.

Output	Activity	Measure	Timeline
ICPA members are up to date on Association activities and events.	Provide 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	June 2027
ICPA undertakes a trial of train-the-trainer training to better equip its members to deliver evidence-based service delivery.	Work collaboratively with Amend to deliver evidence-based train-the-trainer training.	ICPA x Amend training pilot delivered.	May 2027
ICPA continues to share good practice through written publications.	Deliver 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 2027 June 2027
ICPA delivers bi-annual virtual MPOC training to support members in understanding and effectively utilising their membership benefits.	Deliver bi-annual virtual MPOC training sessions to organisational members to promote awareness and uptake of ICPA membership benefits.	≥ eight training sessions delivered per year ≥ 50% of organisational members participate in MPOC training.	June 2027



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

Output	Activity	Measure	Timeline
ICPA finalises its Network Review project.	Undertake a full review of Network Activity in consultation with ICPA members and develop a forward plan to strengthen and align network operations.	Completion and endorsement of a Network Forward Plan, with agreed actions initiated to improve network effectiveness and engagement.	February 2027
ICPA completes the website renewal project, delivering an improved digital platform with enhanced visual design and strengthened user access to resources.	Finalise and implement the ICPA website renewal project to improve usability, design, and access to key organisational resources.	Go-live of updated website, with of the new design and improved user access to resources is complete.	June 2027
ICPA clarifies its policy position on technology.	Finalise the ICPA Technology Founding Statement to be made available online.	ICPA's Technology Founding Statement published online for members.	November 2026
ICPA progresses preliminary work to explore the establishment of an ICPA Scholarship Foundation.	Undertake a project to assess the feasibility, structure, and implementation requirements for establishing an ICPA Scholarship Foundation.	Development and presentation of a proposed Scholarship Foundation model to the ICPA Board of Directors.	June 2027



Output

ICPA undertakes a review of the sustainability, cost efficiency, and delivery models for in-person events.

Activity

Review and evaluate ICPA's in-person events to explore alternative delivery approaches that improve cost efficiency, sustainability, and accessibility.

Measure

Completion of an efficiency review and options paper for future in-person events.

Timeline

June 2027



ICPA FUTURE ACTIVITY

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



ANNUAL CONFERENCES

- 2026 Annual Conference – Northern Ireland
- 2027 Annual Conference – Zimbabwe
- 2028 Annual Conference, Latin America (TBC)

THEMATIC CONFERENCES

- 2027 Corrections Workforce Conference 2027 - Europe
- 2027 Women in Corrections Conference - North America