



ICPA

International Corrections
& Prisons Association

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Strategic Plan
2024 - 2027



International Corrections and Prisons Association **Strategic Plan 2024 – 2027**

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

ICPA 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. We understand and respond to our member needs. We efficiently and effectively manage the Association to enact out vision and mission.			
Activity	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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	<p>Through action in these areas, ICPA will:</p> <ul style="list-style-type: none"> 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. 			