



**ICPA**  
International Corrections  
& Prisons Association

# ICPA BUSINESS PLAN 2023 – 2025





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# PRESIDENT AND EXECUTIVE DIRECTOR FOREWORD

Dear ICPA members and partners,

We are very pleased to share with you the International Corrections and Prisons Association's (ICPA) first Business Plan and Strategic Plan following the completion of the 2023 Business Model Review. This document marks a significant milestone for our Association as we continue to stabilise and grow following the COVID-19 pandemic.

As we look to the next four years and, specifically, the next 18 months, we are excited by the opportunity for the Association to continue to grow to support the improvement of correctional practice worldwide. We are especially excited about our Annual Conferences, starting with the 2024 conference in Singapore, where we will celebrate the 20th Anniversary of Singapore's Yellow Ribbon project and dive into the theme of "Enabling Desistance: Beyond Recidivism". This will be followed by the conference in Kigali, Rwanda in 2025, Belfast, Northern Ireland in 2026, and Dubai, UAE in 2027.

In addition to our Annual Conferences, the next 18 months will be busy with the following events:

- The fifth Technology in Corrections and first Innovative Prisons Infrastructure Conference in Türkiye, delivered in partnership with EuroPris (April 2024).
- The first Women in Corrections conference, delivered in partnership with the Thailand Institute of Justice (February 2025).
- 2025 Correctional Research Symposium, in Northern Ireland, delivered in partnership with EuroPris (May 2025).

The ICPA Board and Executive Team will continue planning for future in-person activity across the globe. In addition to these in-person events, ICPA is committed to a suite of online webinars and Learning Academy sessions for our members, to be delivered over 2024 and 2025. Here, ICPA's Networks and Chapters will continue to play an essential role in supporting the mission of the Association.

Our Business Plan also sets out a several important internal projects that ICPA's Executive Team will be undertaking following recommendations made through the Business Model Review. These include a renewal of our website to improve accessibility for our members and deepening our partnerships to support activities that promote and share ethical and effective correctional practices to enhance public safety and healthier communities worldwide.



We would like to take this opportunity to thank our committed members for their ongoing support for the Association. Your involvement allows ICPA to achieve the activity outlined in this plan that will ultimately lead more humane correctional systems and safer communities worldwide.

Kind Regards,

**Peter Severin**  
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.
- 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.



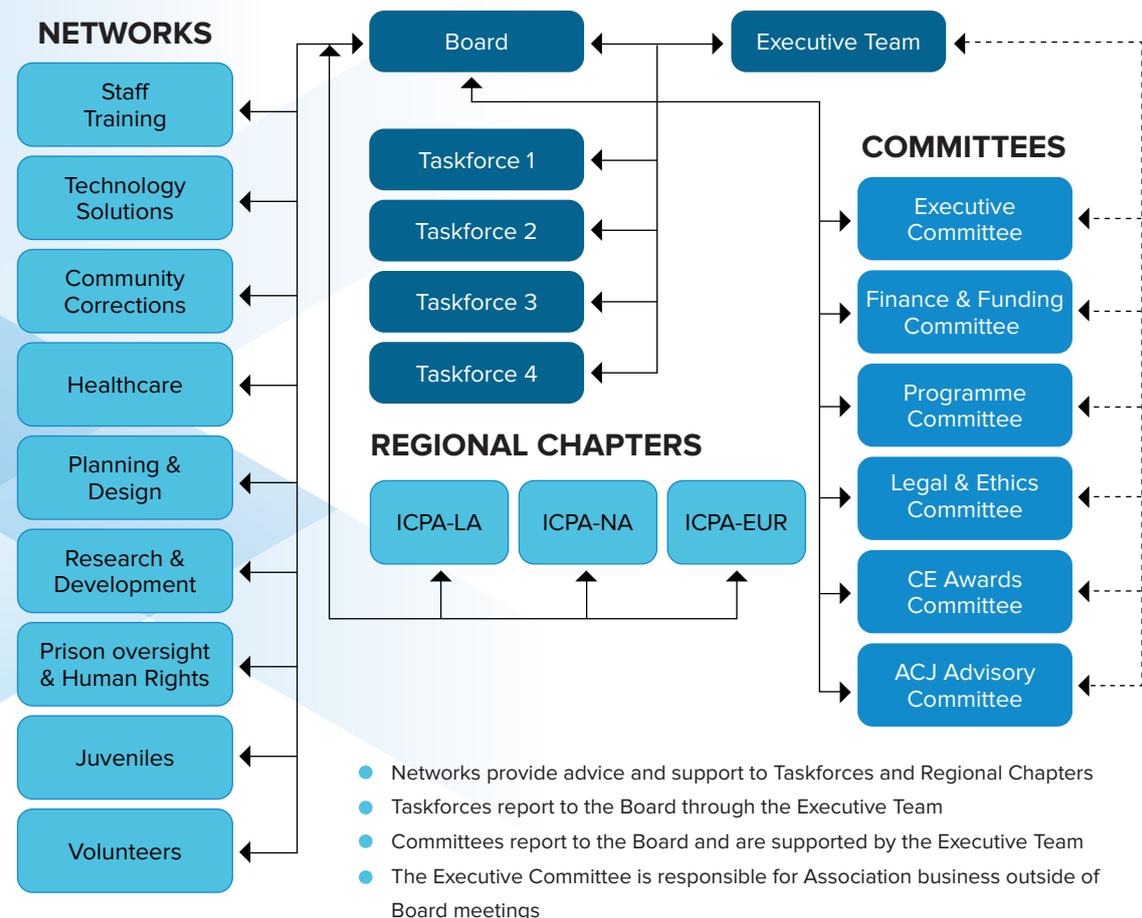


# ASSOCIATION GOVERNANCE AND MANAGEMENT

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.



**Peter Severin**  
President



**Paul Geurts**  
Vice-President



**Diane Williams**  
Treasurer



**David Brown**



**Emiliano Blanco**



**Heidi Washington**



**Kathleen Van de Vijver**



**Kati Peri**



**Kim Ekhaugen**



# ICPA EXECUTIVE BOARD



**Leann  
Bertsch**



**Marayca  
Lopez**



**Pedro das  
Neves**



**Raphael Tuhafeni  
Hamunyela**



**Rob  
Jeffreys**



**Steven Van  
De Steene**



**Yong Lee SHIE**



# ICPA EXECUTIVE TEAM

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



**Natalie Boal,**  
Executive Director,  
ICPA



**Catalin Ungureanu,**  
Events Officer,  
ICPA



**Jessica Roquemore,**  
Finance Manager,  
ICPA



**Ilinca Cojocaru,**  
Membership Liaison  
and Project Support,  
ICPA



**Laura Andrite,**  
Communications and  
Marketing Officer,  
ICPA





# STRATEGIC PLAN

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

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

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

## Objectives

**We increase our global engagement.**

**We influence the improvement of correctional practice worldwide.**

## Activity

- All activity is informed by a strategic approach to member and stakeholder engagement.
- Regional and sector-specific engagement is prioritized to respond to the diverse needs of correctional professionals.
- In-person events are organized across the globe to allow for worldwide engagement.
- Opportunities for engagement through relevant, online offerings are increased.
- Engagement with key partners is deepened.

- Engagement in global forums is increased.
- Partnerships with organizations that support ICPA's mission are prioritized.
- Key partners are supported to deliver on activity aligned to ICPA's vision and mission.
- Projects, research, and activities are supported to improve sector outcomes.
- ICPA's Practice Transfer Taskforce, Network Groups and Chapters are enabled to influence global correctional practice.

## Goals

- Increase ICPA's representation at sector events.
- Hold conferences in all regions of the globe.
- Provide monthly online learning opportunities.
- Formalize partnerships with relevant organizations in all regions.

- Position ICPA as an important partner in supporting the delivery of best-practice correctional services.
- Increase engagement across the broader justice system.
- Operate with a forward activity plan.



# STRATEGIC PLAN

## Objectives

We understand and respond to our member needs.

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

## Activity

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

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

## Goals

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

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

## Outcomes

**Through action in these areas, ICPA will:**

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



# BUSINESS PLAN

## We increase our global engagement.

Output	Activity	Measure	Timeline
ICPA develops a member and stakeholder engagement strategy.	ICPA ensures the strategy underpins future engagement and support with its partners.	ICPA Member and Stakeholder Engagement Strategy approved by the ICPA Board.	March 2024
ICPA holds its 2024 Annual Conference in Singapore.	ICPA works collaboratively with the Singapore Correctional Service to organise and host the 2024 Annual Conference.	>600 individual attendees at ICPA's 2024 Annual Conference in Singapore.	September 2025
ICPA prepares for its 2025 Annual Conference in Rwanda, 2026 Annual Conference in Northern Ireland, and 2027 Annual Conference in Dubai.	ICPA works collaboratively with the relevant correctional services to prepare for future annual conferences.	>200 individuals registered for ICPA's 2025 Annual Conference in Rwanda.  Forward plans are confirmed for all future annual conferences.	June 2025



# BUSINESS PLAN

Output	Activity	Measure	Timeline
ICPA partners with EuroPris to hold its 2024 thematic conferences in Türkiye, Europe.	ICPA works collaboratively with EuroPris and the General Directorate of Prisons and Detention Houses in Türkiye to organise and host the 2024 Technology in Corrections and Innovative Prison Infrastructure Conference.	>250 individual attendees at ICPA's 2024 TIC and IPIC in Türkiye, Europe.	April 2025
ICPA holds its 2025 Women in Corrections Conference in Thailand, Asia.	ICPA works collaboratively with the Thailand Institute of Justice to organise and host the 2024 Annual Conference.	>150 individual attendees at ICPA's 2025 Women in Corrections conference in Thailand.	February 2025
ICPA holds a 2025 Corrections Technology Conference in the southern hemisphere.	ICPA works with its members and partners to determine a host for the 2025 Corrections Technology Conference.	>200 individual attendees at ICPA's 2025 Corrections Technology conference.	June 2025



# BUSINESS PLAN

Output	Activity	Measure	Timeline
ICPA partners with EuroPris to deliver the 2025 Correctional Research Symposium in Northern Ireland, Europe.	ICPA works collaboratively with EuroPris and the Northern Ireland Prison Service to deliver the 2025 Correctional Research Symposium.	>200 individual attendees at the 2025 CRS .	April 2025
ICPA engages with Asia Pacific members to investigate a research conference in the southern hemisphere.	ICPA works collaboratively with Australia and New Zealand regarding hosting a research conference in Asia Pacific.	An agreement is in place for a southern hemisphere research conference.	June 2025
ICPA prepares for future thematic conferences in North / Central America.	ICPA works collaboratively with the North America Chapter and members in North and Central America regarding future opportunities in the region.	An agreement is in place for future thematic events in North / Central America.	June 2025



# BUSINESS PLAN

Output	Activity	Measure	Timeline
ICPA delivers a suite of online service offerings to members.	ICPA has a series of online service offerings, including Learning Academy sessions and webinars. ICPA delivers on-demand online service offerings, including Rewind from all Annual Conferences.	<p>≥ Two Learning Academy sessions per calendar year.</p> <p>≥ Five webinars per year.</p> <p>All conference content available within three months of ICPA's 2023 and 2024 Annual Conferences.</p>	June 2025



# BUSINESS PLAN

**We influence the improvement of correctional practice worldwide.**

Output	Activity	Measure	Timeline
More than 70 countries are represented at ICPA's 2024 Annual Conference.	<p>ICPA invites Heads of Services from all countries.</p> <p>ICPA invites presentation submissions from all countries.</p>	<p>Number of countries represented in Singapore 2024.</p> <p>Number of countries presenting in Singapore 2024.</p>	September 2024
ICPA develops a forward activity plan to support the advancement of professional and humane corrections and prisons worldwide.	<p>Develop ICPA 2024 Action Plan.</p> <p>Develop ICPA 2025 Action Plan.</p>	<p>2024 Action Plan approved by the ICPA Board.</p> <p>2025 Action Plan approved by the ICPA Board.</p>	<p>January 2024</p> <p>December 2024</p>
ICPA is represented at key in-person events around the world to influence improved correctional practices.	ICPA engages with Correctional Leaders Association (USA), Council of Europe, World Congress on Probation and Parole, International Committee of the Red Cross (ICRC), African Correctional Services Association, and other organisations to ensure representation.	ICPA is represented at $\geq$ one major conference in North America, Europe, Africa, and Asia-Pacific per year.	July 2025



# BUSINESS PLAN

Output	Activity	Measure	Timeline
ICPA presents on best practice in corrections globally at the 2024 World Police Summit in Dubai.	ICPA experts present on the theme of Resilience and Sustainability at the World Police Summit.	ICPA provides $\geq$ six presentations at the 2024 World Police Summit in Dubai.	March 2024
ICPA investigates formalising agreements with key partners in the criminal justice field to support improved correctional practice.	ICPA engages with critical partners as per the Association's member and stakeholder engagement strategy.	ICPA enters into $\geq$ four agreements with partner organisations.	June 2025
ICPA actively engages with the university sector to support research into correctional practice and justice initiatives.	ICPA develops a governance structure and advertises opportunities for engagement with universities.	ICPA initiates conversations with $\geq$ four universities.	June 2025



# BUSINESS PLAN

We understand and respond to our member needs.

Output	Activity	Measure	Timeline
>50% of Annual Conference attendees are ICPA members.	ICPA invites members to attend.  ICPA encourages new attendees to become members.  ICPA provides discounts to members.	Annual conference member attendee numbers.	September 2024
ICPA members are aware of, and attend, ICPA's online events (i.e., webinars and Learning Academy).	ICPA delivers online events that meet member needs.  ICPA informs members of upcoming events.	≥ 20 % of ICPA members attend one or more online event.	June 2025
ICPA's 2025 – 2026 Business Plan is informed by Member Feedback.	ICPA releases member surveys in 2024 and 2025.	Survey response rate of 50%.	February 2024  February 2025



# BUSINESS PLAN

Output	Activity	Measure	Timeline
ICPA members are up to date on Association (and partner) activities and events.	ICPA provides regular general and targeted communication to members via email and social media.	Social media followers increased by 25%.  ICPA information is shared a minimum of twice per month via email and three times per week via social media.	June 2025  June 2025
ICPA members understand their membership benefits.	Members receive guidance and support to use their benefits.  ICPA's Executive Team respond to member queries quickly.	Members receive annual membership benefits updates.  Member queries are responded to within a maximum of 10 business days.	July 2025
ICPA's systems provide accurate data regarding memberships.	ICPA undertakes a website renewal project to ensure data accuracy.	Website renewal project completed.	July 2025
ICPA members have access to Networks and Chapter activity in a timely manner.	ICPA updates its website to ensure members can connect easily with Networks and Chapters.	Networks aspect of the website renewal project completed.	July 2024



# BUSINESS PLAN

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

Output	Activity	Measure	Timeline
ICPA implements the findings of its Business Model Review.	Develop Business Model Review Implementation Plan.  Implement BMR.	Implementation Plan approved by ICPA Board.  Member update in 2024-25 Annual Report.	January 2024  June 2025
ICPA has appropriate internal policies and procedures to guide future activity.	Update all ICPA policies and processes.	Revised policies and procedures approved by ICPA Board.	January 2025
Relevant ICPA policies and processes accessible to all members.	Upload relevant policies and processes accessible to ICPA website.	ICPA members informed of accessible policies and procedures.	February 2025
Undertake a project to renew ICPA's website to increase usability for members.	Develop ICPA website renewal project scope.  Undertake ICPA website renewal project.	Project scope shared in ICPA 2023-24 Annual Report.  Project update in 2024-25 Annual Report.	June 2024  June 2025
ICPA membership plans are updated to current operating costs.	Review and update ICPA's membership plans.	Members informed of updated costs for the 2024 – 25 Financial Year.	June 2024



# ICPA FUTURE ACTIVITY

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



## ANNUAL CONFERENCES

- 2024 Annual Conference – Singapore
- 2025 Annual Conference – Rwanda
- 2026 Annual Conference – Northern Ireland
- 2027 Annual Conference – Dubai

## THEMATIC CONFERENCES

- 2024 Technology in Corrections and Innovative Prison Infrastructure Conference – Türkiye
- 2025 Women in Corrections Conference – Thailand
- 2025 Correctional Research Symposium – Northern Ireland

## PLANNING

- 2025 Corrections Technology Conference – Asia / Pacific
- 2025 Research Conference Planning – Asia Pacific
- 2025 Future Conference Planning – North / Central America