



ICPA
International Corrections
& Prisons Association

ISSUE NO.11
FEBRUARY 2026

BEYOND THE WALL



WELLBEING IN CORRECTIONS

TABLE OF
CONTENTS

- 3** ICPA EXECUTIVE DIRECTOR'S FOREWORD
- 6** BEYOND SURVIVING: DESIGNING PROBATION ORGANISATIONS WHERE STAFF CAN THRIVE ESSENTIAL
- 10** "WE ARE POISED BETWEEN HOPE AND DESPAIR": PROFESSOR ALISON LIEBLING ON BUILDING MORAL PRISONS
- 13** MUST READ - ARISTOTLE'S PRISON: A SEARCH FOR HUMANITY IN TRAGIC PLACES
- 15** ICPA ACTIVITIES
- 16** COMMUNITY NEWS
- 17** DARYL CHURNEY - ICPA'S STRATEGIC ADVISOR
- 22** DESIGNING HOPE: HOW TWO PRISON DESIGN EXPERTS ARE REIMAGINING CORRECTIONAL SPACES
- 26** STANDARDS FOR PERINATAL CARE OF WOMEN AND CHILDREN LIVING IN PRISON
- 38** DOES ALL PARENT-CHILD CONTACT MAKE THE DIFFERENCE WE EXPECT?
- 42** ICPA ANNUAL CONERENCE 2025 & CORRECTIONAL EXCELLENCE AWARDS



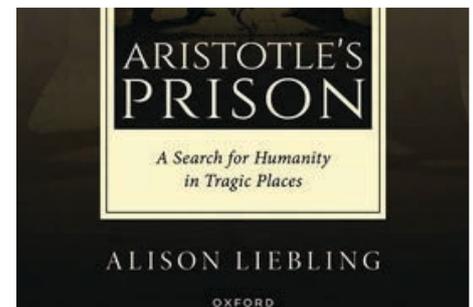
ESSENTIAL STANDARDS FOR PERINATAL CARE OF WOMEN AND CHILDREN LIVING IN PRISON

The female prison population continues to rise, with prisons worldwide failing to meet international human rights standards. Many are overcrowded, poorly resourced, and unsafe, especially for women. Women in prison are an obstetric group at high risk, with deficits in perinatal care leading to preventable maternal and child morbidity and mortality. Mother-child imprisonment and mother-child separation can have substantial intergenerational health and social consequences.



BEYOND SURVIVING: DESIGNING PROBATION ORGANISATIONS WHERE STAFF CAN THRIVE

Prof. Ioan Durnescu's latest article examines how European probation systems care for their workforce, revealing that staff well-being is not just a welfare concern but a public safety imperative. Using a public health prevention model, the research shows that the best-performing systems don't just prevent burnout—they create conditions where staff can truly thrive. The article offers probation leaders practical steps to move from informal, case-by-case support to formalised care infrastructures that protect both staff and the communities they serve.



BUILDING MORE HUMANE PRISONS: INSIGHTS FROM THREE DECADES OF RESEARCH

In this insightful interview, Professor Alison Liebling reflects on three decades of prison research and explores what makes certain institutions morally intelligible and enabling. She discusses the importance of practical wisdom, meaningful staff-prisoner relationships, and creating environments where human capacities can flourish despite the constraints of incarceration. Drawing on Aristotelian philosophy and cross-cultural observations, Professor Liebling offers both hope and concern for the future of corrections, emphasizing the urgent need for systemic change and global collaboration.

ICPA EXECUTIVE DIRECTOR'S FOREWORD



Welcome to Issue 11 of Beyond the Wall.

I'm pleased to welcome you to our February 2026 edition, which reflects on a question I am pleased to have heard repeatedly from members over the past year, not whether wellbeing matters in corrections, but how urgently we are prepared to act on it.

That question sat at the heart of our 2025 Annual Conference, and it runs through every article in this issue. The message is consistent and clear. Wellbeing in corrections is not peripheral, it is foundational. We cannot support rehabilitation in systems that exhaust staff. We cannot strengthen families in environments designed only for control. And we cannot build safer communities without healthier correctional systems.

Several contributions challenge us to move beyond the individual and look instead at system design. I'm particularly pleased to include Professor Ioan Durnescu's examination of European probation. His work shows that the difference between organisations where people thrive and those where they merely cope is structural, not accidental. By applying a public health prevention model, Ioan offers leaders a practical roadmap for shifting from crisis response to proactive organisational wellbeing.

As we look ahead to our 2026 Research Conference, I'm delighted to share an interview with Professor Alison Liebling. Drawing on more than three decades of research, Alison reminds us that the moral climate of an institution matters deeply. Her work pushes us to look beyond buildings and policies and focus on the everyday interactions, staff conduct, and legitimacy of authority that ultimately shape outcomes.

This issue also addresses the growing crisis facing women and children in custody. With more than 733,000 women and girls incarcerated worldwide, and thousands of children living in prison with their mothers, the failure to meet basic standards for perinatal care is a global concern. The article in this edition outlines essential standards and reinforces the need for independent oversight to ensure maternal and child health is protected, even behind prison walls.

The Let's Get Loud program raises another critical challenge: not all effective interventions scale neatly. Some create the conditions for trust, co-regulation, and informal support, impacts that are easily lost when funding prioritises efficiency over relationships. The question for leaders is not only whether programs work, but whether we are willing to protect what works when it resists easy replication.

That commitment is echoed in our 2025 Award recipients, which I am pleased to highlight in this issue. From Romania's fair shift systems and Kosovo's integrated healthcare approach, to Hydebank Wood's strengths-based work with young people, Singapore's gender-responsive programming, and a celebration of the dedication of Dr John May founder of Health Through Walls, each example shows what is possible when wellbeing is treated as core business.

What unites these stories is a shared understanding that wellbeing, for staff, for people in custody, and for communities, is not separate from the mission of corrections. It is the mission.

The evidence is clear. The models exist. What remains is the willingness to act.

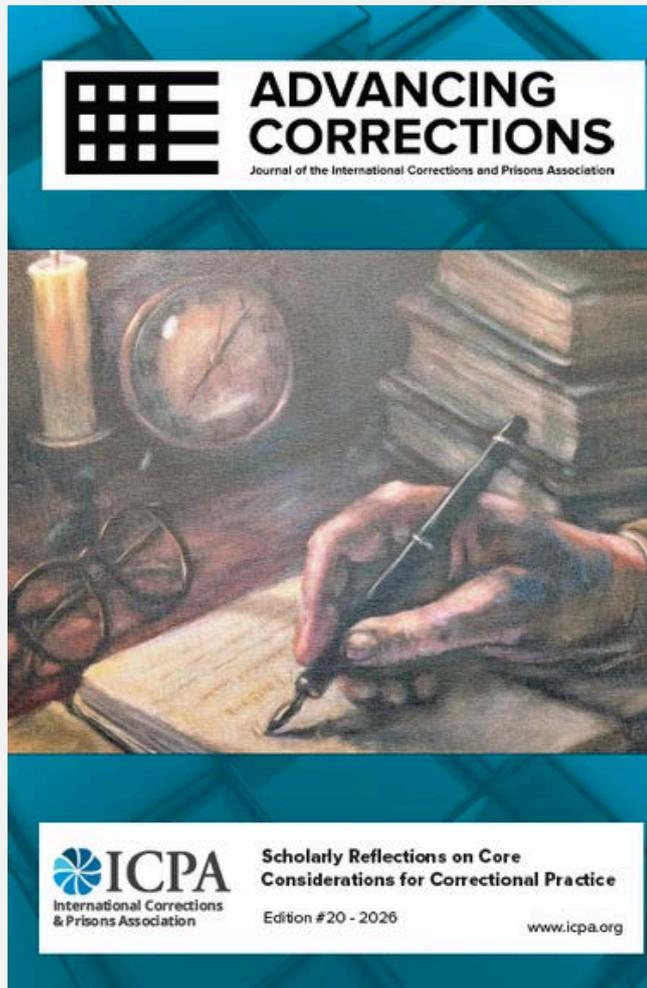
I hope this issue of Beyond the Wall informs, challenges, and encourages you as we continue this work together.

Kind regards,
Natalie Boal
Executive Director
International Corrections and Prisons Association



ICPA

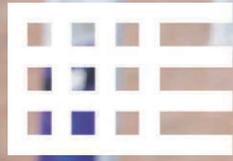
International Corrections
& Prisons Association



NEW ISSUE

OPEN ACCESS EDITION!





**ADVANCING
CORRECTIONS**

Journal of the International Corrections and Prisons Association

CALL FOR PAPERS

Effecting Change in Corrections

The 21st Edition explores the dynamics of transformative CHANGE across global contexts, from strategic institutional shifts to crisis-driven responses. Join us in uncovering powerful stories of adaptation, innovation, and impact from diverse cultural settings and resource environments worldwide.

30 JUNE, 2026

www.icpa.org

BEYOND SURVIVING: DESIGNING PROBATION ORGANISATIONS WHERE STAFF CAN THRIVE

Probation has always been demanding work. It sits at the crossroads of care and control, support and surveillance, hope and harm. Probation officers are asked to hold people accountable while also helping them rebuild lives fractured by poverty, trauma, addiction, violence, and exclusion. They manage risk, comply with procedures, meet performance targets, and still find time to be human. For decades, this tension was treated as “part of the job.” Stress was normalized, emotional exhaustion quietly absorbed, and burnout framed as an individual weakness rather than an organisational responsibility. That narrative is no longer tenable.

Across Europe and internationally, probation services are facing a quiet crisis: rising workloads, growing complexity of cases, staff shortages, high turnover, and declining morale. Many experienced officers are leaving earlier than planned. New recruits arrive with commitment and values, but too often burn out before they can consolidate professional confidence. The result is a fragile workforce trying to sustain one of the most relationally demanding functions in the justice system.

This article draws on a recent pan-European study of probation organisations to explore a simple but pressing question: what do probation systems actually do to protect, support, and sustain their staff—and what works? More importantly, it asks whether we should stop thinking only about preventing burnout and start designing probation organisations where staff can thrive.

Stress in probation is not a personal failure—it is an organisational signal

When probation officers talk about stress, they rarely describe it as a lack of resilience or motivation. Instead, they speak about systems.

They talk about caseloads that grow but never shrink, about paperwork that competes with human contact, about constant organisational change without time to adapt, about conflicting messages—*engage, but don't risk; support, but enforce; care, but comply*.

Research consistently shows that the main drivers of stress in probation are organisational, not individual. High demands are not inherently harmful if staff also have access to resources: supportive supervision, manageable workloads, professional autonomy, learning opportunities, and psychological safety. Problems emerge when demands rise and resources do not.

This imbalance has real consequences. Chronic stress leads to emotional exhaustion, disengagement, cynicism, sleep problems, anxiety, and depression. Over time, it affects how officers relate to the people they supervise. When staff are depleted, relational work becomes transactional. Risk management crowds out rehabilitation. Everyone loses.

PROF. IOAN DURNESCU UNIVERSITY OF BUCHAREST

Prof. Dr. Ioan Durnescu is a professor at the University of Bucharest's Faculty of Sociology and Social Work, where he engages in the teaching and research of probation, prison reform, and



deradicalization. His academic interests are deeply rooted in the comparative study of probation systems, the reintegration of formerly incarcerated individuals, and the development of effective interventions with justice-involved persons.

Throughout his career, he has had the opportunity to conduct training sessions on core correctional skills across various countries, including Slovenia, Jordan, Moldova, Spain, Croatia, Armenia and Kosovo. These sessions have not only allowed him to impart his knowledge but also to learn from the unique challenges and solutions found in different cultural contexts.

In his role as one of the editors for the *European Journal of Probation*, Prof. Dr. Durnescu contributes to the critical examination and dissemination of research that informs best practices in probation. He also pioneered the creation of ReHub, an innovative app designed to translate scientific research into practical tools for those working in prisons and probation services.

Yet many systems still respond to burnout with individualised solutions: mindfulness apps, optional resilience workshops, or self-care guidance—often well-intentioned, but insufficient on their own.

The European survey behind this article suggests a different approach: staff well-being must be treated as an organisational design issue, not a personal coping problem.

Looking at probation through a public health lens

To understand how probation services address staff stress, the study applied a public health prevention model, commonly used in occupational health but rarely applied systematically in criminal justice organisations. The model distinguishes between three levels of prevention:

- Primary prevention – measures for everyone, aimed at reducing exposure to harm before it occurs

BEYOND SURVIVING: DESIGNING PROBATION ORGANISATIONS WHERE STAFF CAN THRIVE

- Secondary prevention – targeted support for staff at higher risk of stress or burnout
- Tertiary prevention – treatment and reintegration support for staff already affected

This framework shifts attention away from crisis response and toward organisational responsibility.

Senior probation managers from 22 European jurisdictions were asked detailed questions about policies, practices, and routines across all three levels. Their responses offer one of the clearest comparative pictures to date of how probation systems care for their workforce.

Primary prevention: what happens before people burn out

Primary prevention is about the everyday architecture of work. It includes training, workload management, communication, participation in decision-making, and work–life balance policies.

Some probation systems have clearly invested in this foundation. In these jurisdictions, managers reported:

- Regular training on stress, vicarious trauma, and emotional demands
- Clearly defined work–life balance policies
- Formal tools to assess and distribute workload fairly
- Structured communication between frontline staff and leadership
- Anonymous feedback mechanisms that staff actually trust

In these systems, staff care is not left to chance or goodwill. It is built into procedures and reviewed over time.

Elsewhere, primary prevention is much thinner. Training may happen “occasionally.” Workload adjustments are handled informally, case by case. Feedback relies on personal relationships rather than protected channels. Well-being initiatives exist but are rarely evaluated. The difference matters. Where prevention is formalised, staff experience predictability and fairness. Where it is informal, support depends on who your manager is—and whether you feel safe speaking up.

Secondary prevention: the power of listening early

Secondary prevention focuses on early detection. It asks whether organisations actively look for signs of strain—and whether they respond before people reach breaking point.

In the survey, some systems reported:

- Regular assessments to identify staff at risk of burnout
- Use of psychological screening or structured self-assessment tools
- Targeted support programmes, such as mentoring, counselling, or peer support
- Mandatory or strongly encouraged resilience and coping training
- Clear post-incident support after critical events

These mechanisms form what might be called an infrastructure of listening. They create organisational ears—ways for distress to be noticed without waiting for crisis.

In contrast, many jurisdictions reported no systematic monitoring at all. Burnout risk was not assessed.

Support was reactive. Post-incident care was informal or absent.

In such environments, stress remains invisible until it manifests as absenteeism, conflict, or resignation. By then, the organisational cost is already high.

Tertiary prevention: when staff need time, care, and dignity

Tertiary prevention addresses what happens after burnout or trauma has occurred. This is where organisational values are tested most clearly.

In some probation systems, managers reported:

- Fully funded access to professional mental health services
- Formal policies allowing workload reduction or leave
- Structured reintegration plans after sickness or burnout
- Confidential support systems with protection from stigma

These arrangements send a powerful message: if you are hurt by this work, you will not be punished for it. In other systems, support is partial or absent. Mental health care may be unpaid. Leave depends on managerial discretion. Reintegration has no structure. Confidentiality is unclear.

When recovery is left to individuals, help-seeking becomes risky. Staff delay asking for support, fearing professional consequences. Burnout becomes something to hide.

Three models of organisational care in probation

When the three prevention levels are viewed together, probation systems tend to cluster into three broad patterns.

1. Advanced protection systems

These jurisdictions show strong, formalised provision across all three levels. Staff well-being is treated as a governance issue, not an add-on. Policies are written, reviewed, and monitored. Listening systems exist. Treatment and reintegration are guaranteed.

2. Emerging protection systems

Here, primary prevention is relatively strong, but secondary and tertiary supports are uneven. Training exists, but monitoring is partial. Care pathways exist, but lack consistency.

BEYOND SURVIVING: DESIGNING PROBATION ORGANISATIONS WHERE STAFF CAN THRIVE

3. Minimal protection systems

In these contexts, prevention relies heavily on informality. Training is irregular, workloads are poorly governed, listening systems are weak, and recovery is largely individualised.

No system is perfect. But the differences between these models help explain why morale and retention vary so widely across probation services.

Why informality is not neutral

One of the most striking findings of the study was how often managers selected the option “informal, case-by-case” when describing staff support. Informality can feel humane. It allows flexibility. But when it becomes the default, it creates inequality.

Staff learn quickly that access to care depends on relationships rather than rights. Perceptions of unfairness grow. Trust erodes. Silence replaces honesty.

Research on procedural justice shows that people are more committed, motivated, and resilient when they believe systems are fair and predictable. The same applies to staff. Well-being policies that are informal are also fragile. They disappear when managers change, budgets tighten, or priorities shift.

From burnout prevention to “thriving by design”

Much of the discussion around staff well-being focuses on reducing harm. While essential, this approach sets the bar low: survival. Recent organisational research offers a more ambitious idea: thriving at work.

Thriving combines two elements:

- Vitality – feeling energised rather than depleted
- Learning – feeling that one is growing, not stagnating

Thriving does not mean the absence of stress. It means that stress is balanced by meaning, support, autonomy, and development.

In probation, thriving emerges when officers:

- Have a voice in how work is organised
- Receive supportive, reflective supervision
- Are trusted to exercise professional judgement
- Have time and space to learn
- Feel valued as people, not just risk managers

Crucially, thriving is not an individual trait. It is an organisational outcome. The European survey suggests that systems with strong prevention infrastructures are closer to this model. They do not merely prevent collapse; they enable growth.

Why this matters for public safety

Staff well-being is often framed as a welfare issue. In probation, it is also a public safety issue.

Officers who are supported are better able to engage people meaningfully, notice change, manage risk, and sustain professional judgement. Organisations that protect their staff are more stable, more ethical, and more effective. Conversely, burnout erodes the very capacities probation relies on: attention, empathy, consistency, and relational skill.

If probation is to remain a cornerstone of community safety, staff care must be treated as mission-critical infrastructure.

What probation leaders can do now

The evidence points to several practical steps:

- Formalise care
- Move from informal goodwill to written, enforceable policies on workload, support, and reintegration.
- Build listening systems
- Introduce regular, confidential mechanisms to identify stress early—and act on what you hear.
- Guarantee access to care
- Ensure mental health support is funded, confidential, and stigma-free.
- Design reintegration, not return
- Create structured, supported pathways back to work after burnout or trauma.
- Measure what matters
- Monitor staff well-being alongside performance indicators. What is measured signals what is valued.

Beyond survival

Probation work will never be easy—and it shouldn't be. It deals with harm, risk, and human complexity. But difficulty does not require damage.

The choice facing probation systems is not whether stress exists, but how it is managed. Will it be absorbed privately by individuals, or addressed collectively through organisational design?

Thriving probation services are not accidental. They are built—deliberately, ethically, and with care.

Beyond survival lies something better: a probation workforce that is supported, skilled, resilient, and able to do justice well.



ICPA
International Corrections
& Prisons Association



DEPARTMENT OF
CORRECTIONS
ARA POUTAMA AOTEAROA



International Research in Corrections Conference

AUCKLAND, NEW ZEALAND

2 – 5 MARCH 2026

WHAT WORKS IN CORRECTIONS: RESEARCH DRIVING SAFE ENVIRONMENTS,
REHABILITATION, AND REINTEGRATION



ALISON LIEBLING INTERVIEW

Professor Liebling, you've spent over three decades researching life inside prisons. What initially drew you to this field, and was there a particular moment or experience that fundamentally changed how you understand the prison environment?

I was offered a job researching young offender throughcare towards the end of my part-time Criminology Masters course in Hull by Professor Keith Bottomley. The rest is history, as they say. The job involved long fieldwork placements in 3 different sites: a former Borstal, a young person's prison, and a detention centre. That whole experience changed my life and set me on this path. The intimacy, tragedy, and yet the moments of humanity, in prisons just drew me in. I loved the researcher role – I could be a sympathetic listener in places where everyone needed someone who would take their experiences seriously.

People need to be understood. The task of making sense of what was going on gave just me enough distance to make the closeness manageable. Everything I observed challenged my preconceptions about who staff and prisoners were. The compelling human-ness and fragility of young offenders, the compassion and will to help among some staff, alongside the brutal dismissiveness of others, led me to want to explore the conceptualisation and impact of different moral climates or prison cultures on prisoner survival and well-being. It was like being dropped into an intensified version of the basic human puzzle, with a notebook.

In your new book, you draw a powerful parallel between Dostoyevsky's experience in the Omsk prison camp and your own research findings. What led you to connect his 'house of the living dead' with contemporary prison analysis, and what can his transformation teach us about rehabilitation today?

I have found that extreme contrast - the absence, and then occasional or fleeting presence, of goods or values that human beings need (e.g., humanity, relationships, respect, and safety) – bring about powerful emotional responses in prisons, turning prisoners into sharp analysts of the human condition. They sense, and can often articulate, the rightness or wrongness of their treatment, and the effects of different kinds of cultures or moral environments on their own well-being and development. When I returned to Dostoyevsky after all these years of prisons research, I saw so many parallels in his writing. He experienced a profound transformation in Omsk prison camp in Siberia where he spent four years. He wrote that life there was 'morally unbearable'. That is a really striking term. I have heard prisoners express this feeling. What is morally bearable? Where does the threshold lie?

Dostoyevsky's faith in humanity was destroyed by fear, abuse and humiliation, but then restored as a result of kindnesses he received and witnessed. Savagery and humanity co-existed in this 'house of the living dead': the distinctions between them, and the effects of the differences were clarified. In my book, *Aristotle's Prison: A Search for Humanity in Tragic Places*, I draw on data from some least and most survivable prisons (exceptional

PROF. ALISON LIEBLING

Alison Liebling is Professor of Criminology and Criminal Justice at the University of Cambridge and the Director of the Institute of Criminology's Prisons Research Centre. She has carried out research on life in prison for over 30 years.



Her books include *Prisons and their Moral Performance: A Study of Values, Quality and Prison Life* (2004), *The Effects of Imprisonment* (2005, with Shadd Maruna), and *The Prison Officer* (2nd edition 2011). She is the co-editor of the *Oxford Handbook of Criminology* (2017 and 2022 editions). She has recently completed a Leverhulme Major Research Fellowship, carrying out the project, 'Moral rules, social science and forms of order in prison' and is publishing a book with Oxford University Press arising from that project (*Aristotle's Prison: A Search for Humanity in Tragic Places*).

outliers), to explain why prisoners are so adamant in their descriptions of the best prisons. They say things like: 'I've been out in the desert. I was starving and now I am fed!' The desert is mute and destructive. Its opposite – the oasis – is where 'the wire to the world begins to vibrate'. They describe a 'vibe' in these prisons – what I now call 'a between' (following Martin Buber) – that supports their well-being, growth and development. We all become more alive in these resonant conditions, as Hartmut Rosa has recently argued (in his book *Resonance*, 2019). Going back to my work on suicides in prison, finding the right literature, and linking these projects to my observations in the best prisons, has helped me to work out that growing the life force might be a helpful way to think about rehabilitation.

You describe prisoners as 'sharp analysts of the human condition' because of the extreme contrasts they experience. Could you share a specific example from your research where a prisoner's insight revealed something profound about human nature that you hadn't considered before?

A powerful conversation in a Dialogue group in Whitemoor prison in 1998 made me think about freedom in ways I had been blind to – like the ways we give away our own freedom and create prisons outside. There are different forms of imprisonment. One prisoner said that art, like other creative activities, and faith practices, 'rearranges the hierarchy on new criteria . . . it's a leveller' (Prisoner). That was a typically shrewd observation and says so much about being treated with basic respect for personhood. Prisoners make clear that survival and growth are grounded in the 'ordinary' - in human relationships, generous gestures, or in play - and not (generally) in 'expert' intervention or knowledge. Many times, I have heard accounts of how powerfully we are

ALISON LIEBLING INTERVIEW

touched when we receive something from others. This often becomes the source of our capacity to give, or our own moral development. What is striking is that prisoners are often expressing the insights of religious or spiritual wisdom. Many use the word 'soul' to talk about the deepest part of themselves and the effects of being reached by others. There is so much imagination, thought, and feeling in prison: so much wisdom. More should be done to honour and grow that.

You've introduced the concept of a 'vibe' or 'between' that exists in the best prisons—something prisoners describe as transformative, like coming in from the desert and finally being fed. Can you help us understand what creates this 'between'? What are the tangible elements that staff and institutions must cultivate?

In my book I include a case study of a prison that was taken from 'unsurvivable' to 'survivable' over a two year period. Much of this was practical – almost managerial – establishing effective reception and first night procedures, working well with mental health in-reach teams, improving drug detoxification procedures, and so on. But it also involved some thinking differently – working out that 'care', as experienced by the women, was primarily about safety, and the approachability of staff. The prison improved, less distress was generated, and where it occurred, more help was offered. Suicides became rare. But that is step one. Moving from 'survivable' to growth-oriented involves something more: like imagination.

Building a 'between' (this language is from Martin Buber) takes time and patience. It means working on all the building blocks to grow a moral community. Moments of meaning and humanity proliferate. Looking at a very large sample of MQPL scores across all prisons closely shows that improvement is not simply linear. Above a certain range of scores, a quantitative difference yields a major qualitative change: there is a transition from 'more of something' to a completely distinct state. The 'wire to the world' begins to vibrate. More of the parts work. It is what is between them that makes the difference. Many philosophers and social theorists have talked about this. I could see it in the data.

Building a between requires activity, meaningful projects, and moments of doubt, not certainty. This in turn requires high levels of professional confidence. It is an active, not passive orientation. It requires that staff pay attention to prisoners, knowing their stories and understanding the context in which their behaviour improves or deteriorates. Rowan Williams calls this kind of attention, or engagement, a kind of reverence (Williams 2018: 32): the opposite of contempt. It relies on staff having a future-orientation – seeing prisoners as both who they are, with all the risks that involves, and who they might become. This requires a 'tragic' rather than 'cynical' perspective (that is, an assumption that we all belong to the flawed human condition, but we can also hope and be intentional).

The prisons I have seen that manage this have key figures in the right places throughout the prison. Senior staff lead in the right way (closely and appreciatively). Officers have sufficient power to manage the wings proactively, but they

do not 'over- police' prisoners. The security department are highly communicative: they talk, share information with others, ask questions, and look holistically at problems and conflict. This affects the way power is used and rules are enforced. Staff see prisoners 'justly', appreciate their wholeness, and support them in developing their capacities. Everyone in the prison contributes, in ways that are valued by others. Some of this practical, but it is also about ways of seeing. Perhaps I can quote from my book to illustrate:

[Staff in these outstanding prisons] had a different metaphysics (i.e. philosophy of life, people, and punishment) from staff in [less well-performing prisons]. They imagined prisoners differently; their intentionality or attitude was different. They grasped— at the level of practical consciousness— that prisoners were agents entitled to make moral claims. This created a distinct kind of 'forcefield' or 'landscape of expectation' allowing prisoners to present, as well as become, fuller versions of who they were. Prison staff constituted and created this environment, alongside prisoner peers. The key ingredients were expertise, 'presence', respect, and having growth intentions (Liebling 2026, chapter 6).

The kind of presence I am describing is 'co- presence': we bring another into being by connecting to what is alive in them. These kinds of practices, grounded in a view of prisoners as people with capabilities and futures, capable of contributing to a community, produce a better climate, different between- prisoner dynamics, and less violence. To 'be an environment for someone else' (pp. 33– 5), staff have to develop their own capacities, so training, mentoring and morally gifted leadership are crucial.

Professionally well-supported staff provide prisoners with carefully communicated, helpful, and well- informed feedback to help them unlearn violence and develop their potential. These kinds of prisons see themselves as more human and subtle rather than bureaucratic places. Yet, they can also operate a clear and consistent regime and prioritise safety. This is by no means easy. In fact, I call it the 'hard problem of prisons'. It is why the book is called Aristotle's Prison: so much of what goes on is about doing several opposing things at once. Not 'finding the balance' between security and relationships but doing the maximum amount of each. Values do not occur in the world one at a time.

You argue that prisons have to be 'morally intelligible' before they can become 'morally enabling'. Most prisons, you note, fail to reach even the first threshold. What are the primary barriers preventing institutions from achieving moral intelligibility, and what would it take to overcome them systemically?

Morally intelligible prisons feel like reasonable places to be (even if sentencing has become inflated). The primary barriers to achieving moral intelligibility are escalated sentencing regimes, bureaucratically impossible routes to progression, indifferent I-It climates (where prisoners are treated as 'experienced objects' rather than experiencing subjects), lack of provision of work, education, and other meaningful activities, staff shortages and instability, and lack of access to help with drugs, health and mental health problems. I think we are trying to expand capacity instead

ALISON LIEBLING INTERVIEW

of reigning in the use of imprisonment but delivering well-resourced and managed prisons for those who really need to be there. This is bad for staff as well as prisoners.

You invoke Aristotle's concept of 'practical wisdom'—the ability to balance competing values like security and humanity, order and rehabilitation. In your observations, what distinguishes prison staff who embody this wisdom from those who don't? Is it something that can be taught, or does it require a particular disposition?

This is a really hard question. Practical wisdom is 'a capacity to know what the situation calls for'. Barry Schwartz, who writes a lot about this, describes it as 'the master virtue'; a 'combination of moral will and moral skill'. It has a very specific role in prisons, where the stakes are high and the need for good discretion is considerable. I think the gist can be taught, and it can be modelled; some of it has to be learned on the job. Certain dispositions probably help – confidence, courage, the capacity to hold competing values in tension (like faith in human nature with alertness to risk).

I have some good colleagues who are interested in developing some training on it specifically for prison staff (Joel Harvey and Laura Bowden) so watch this space. Some people just have it – whether this is life experience, a kind of moral giftedness, or personal qualities, I am not sure. Training for prison staff should be much more substantial than it is, throughout an officer's professional life. I have long admired the more comprehensive Nordic approach to prison staff training – blending social work skills with dynamic authority. The mentoring model tested by the Unlocked graduate scheme seemed to make a positive difference to retention. I think there is much more to be done in this area.

Given your extensive international comparative work, what do you hope attendees at IRCC will gain from engaging with research across diverse correctional systems? Are there universal principles of moral quality that transcend cultural contexts, or must we always attend carefully to the particular social, political, and historical conditions shaping each system?

I was listening to an incredible memoir this morning. It is a book by Edith Eger called *The Choice*. It is a story of hope, although it is also a harrowing account of her experience in a concentration camp. She raises the concept of home. She reflects that everyone knows the feeling of that word. The form it takes in the lives of individuals will vary across cultures and political communities, but we share a need for and a yearning for home. I think the concepts of respect, humanity, relationships, fairness and well-being have this kind of universal relevance. They may take on a slightly different shape in different cultures, but they are essential conditions for our lives. Human beings have experienced anger and distress since before the era of Greek Tragedy, often as a response to the absence of these values, though the symbols through which they are expressed might be culturally and historically infused. I think it is universal that human capacities require moral space to breathe and live, and that we are damaged by injustice and betrayal. This is what the Universal Declaration of Human Rights expresses. I discovered the work of Brian Doerries whilst writing this book (*The Theater of War: What Ancient Greek Tragedies*

Can Teach Us Today). He takes performances of Greek Tragedy to prisons to help staff and prisoners to feel less alone in their experiences of grief, rage and trauma. Understanding the timeless nature of these terrifying emotions can help with healing some of the damage they do, and with building better futures. I was trying to explore, or reveal, fundamental human processes and capacities by locating some extreme edges of experience, and then placing a special emphasis on understanding the moral environment as a key actor, or shaper, of these experiences – positive and negative. Through close observation, I have tried to show the ways in which human experiences are morally patterned and to argue that this aspect of human life is 'knowable'. This has relevance not just to penal systems everywhere but to social conditions more generally.

You've devoted three decades to understanding life in prison. What gives you hope that meaningful change is possible? Conversely, what patterns or realities have you observed that most concern you as you look toward the future of corrections?

I say at the end of my book that I am poised between hope and despair. Some developments encourage me – like the signs of acknowledgement that the current state of play is unsustainable and damaging to all. I am impressed by some of the efforts being made to improve training, innovate, and engage those with lived experience in seeking improvement. But I am concerned by the political and financial mood, the resistance to tackle the overuse of imprisonment, by levels of violence and by the staffing crisis. Something drastic needs to change before those who want to work constructively in criminal justice can be enabled to do so.

How can researchers and professionals working in the field of corrections collaborate to build more humane systems?

Well, I hope that conferences like this contribute, but I am sure there are many other possibilities. I have just joined a group who are trying to grow a vibrant global community of researchers and practitioners (including people with lived experience of prison) to promote more human and humane justice systems around the world. The group has initial funding for two online workshops in March and April, as well as the production of a library of resources which will be freely available. It aims to identify 'pockets of the future', so human moments, environments and relationships that are happening now, to help build a bridge towards more transformative, human justice systems in the future. By coming together to inform, imagine and inspire, the group hopes to build momentum for a collective global voice and action, to help create a paradigm shift in this area of work, and certainly to support those who feel alone in their efforts to build a better future.

(If you are interested in finding out more, you can contact Nina Champion (nina@championsforsocialchange.com)). We need to build 'a between' amongst ourselves, and to engage policy-makers in these dialogues.

MUST - READ

Aristotle's Prison: A Search for Humanity in Tragic Places

By Alison Liebling

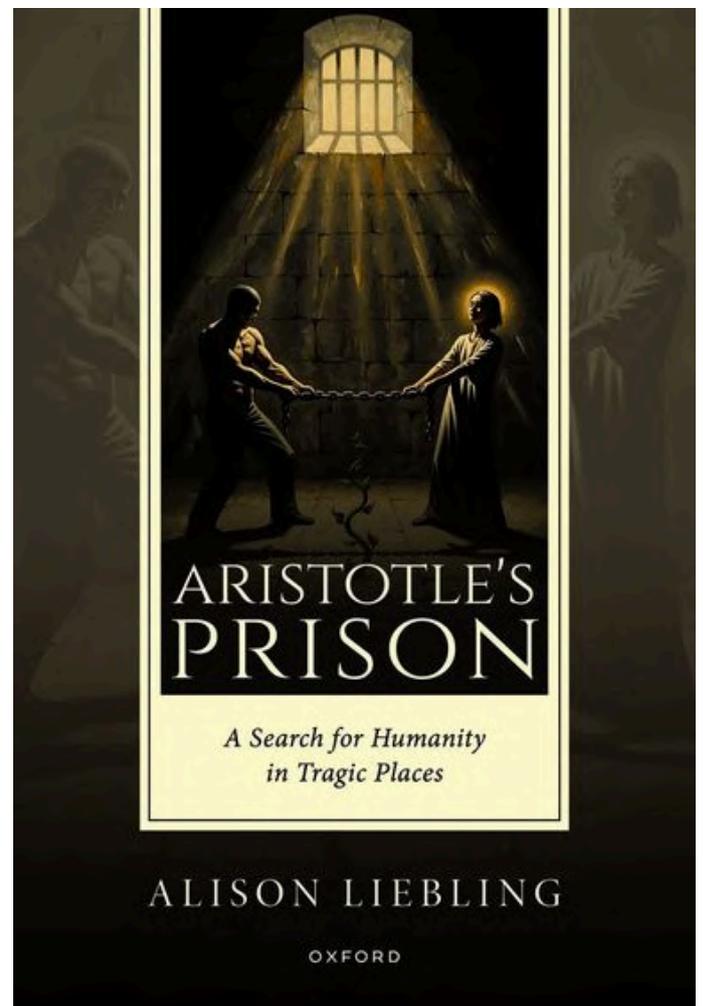
Aristotle's Prison offers a vivid and deeply human exploration of life behind bars. Blending penology and moral philosophy, it explores how prison environments shape survival and personal growth. Through incisive critique, it reframes prison moral climates and the concept of humanity.

Aristotle's Prison offers a compelling and original exploration of the moral landscape within high-security prisons, drawing on years of rigorous empirical research. In this deeply insightful work, the author examines the complex relationships between prison staff and prisoners, revealing how these interactions are shaped by profound moral forces that can either nurture human dignity or inflict lasting psychological harm.

Focusing mainly on long-term incarceration settings, the book delves into the ethical dimensions of prison life, where questions of fairness, humanity, and survival are starkly illuminated. Through systematic analysis, it uncovers how varying moral climates influence critical outcomes such as violence, personal growth, institutional order, and the capacity to endure time spent in prison.

Alison Liebling seamlessly integrates penological research with moral philosophy to illuminate how the presence -or absence- of humane treatment profoundly shapes prisoners' vitality, growth and capacity for survival. When individuals are affirmed or treated with deep regard by others, their sense of personhood is strengthened, fostering resilience, agency and growth.

Conversely, environments marked by indifference, unfairness, and a lack of support, safety, or opportunity can extinguish the life force, leading to devitalization and long-term harm. This groundbreaking work challenges readers to reconsider what it means to be human, and to treat others with humanity, especially in places designed to punish. It is a vital contribution to our understanding of prisons as morally intense and tragically hidden institutions, offering fresh insight into the human consequences of incarceration.





INNOVATING TO IMPROVE LIVES

We have a straight forward mission – to help break the cycle of incarceration through transformative technology and services for incarcerated individuals, their support network, correctional agencies, and returning citizens.

- ▶ Telephone System
- ▶ Video Visitation
- ▶ Secure Messaging
- ▶ Tablet Entertainment
- ▶ Offender Management
- ▶ Intelligence Services
- ▶ Reintegration Services
- ▶ Payment Services



www.viapath.com/international



ICPA ACTIVITIES



ICPA Unveils Comprehensive Framework for Modern Corrections: 12 Founding Statements Chart Path Forward

The International Corrections and Prisons Association (ICPA) has unveiled a comprehensive set of 12 founding statements that establish a modern framework for humane and effective corrections worldwide. Approved at the organization's 2025 Annual General Meeting, these statements represent years of research, consultation, and refinement aimed at providing guidance to jurisdictions across the globe in the delivery of correctional services.



ICPA Announces 2025 Award Winners: Celebrating Excellence in Corrections Worldwide

The International Corrections and Prisons Association (ICPA) is proud to announce the recipients of its 2025 awards. The 2025 ICPA awards celebrate the dedication, innovation, and humanity demonstrated by correctional professionals and organizations worldwide. These award recipients exemplify the values of the ICPA and inspire continued excellence in advancing professional and humane corrections globally.



ICPA Welcomes New Board Member and Re-elects Experienced Leaders

The International Corrections and Prisons Association (ICPA) has announced significant developments in its leadership structure following the recent Annual General Meeting, with the appointment of a new board member from Africa and the re-election of two seasoned correctional professionals for second terms. The combination of new leadership from Africa and the continued expertise of re-elected board members positions ICPA to strengthen its global reach and advance its mission of promoting humane, safe, and effective correctional practices worldwide. The diverse backgrounds and experiences of these leaders reflect ICPA's commitment to fostering international collaboration and knowledge exchange in the corrections field.



Global Prison Leaders Unite in Türkiye for Heads of Service Forum

More than 60 Heads of Service gather to tackle staff resilience and system reform at ICPA's 27th Annual Conference. In a powerful display of international solidarity, prison and corrections leaders from approximately 40 countries convened for the International Corrections and Prisons Association's prestigious Heads of Service forum, marking the opening of the organisation's 27th Annual Conference.

COMMUNITY NEWS



CELEBRATING EXCELLENCE

Queensland Community Corrections Officers awarded for excellence

Two Queensland Corrective Services (QCS) Officers have been recognised for their outstanding service at the national Probation & Community Corrections Officers Association (PACCOA) Awards in Darwin.

Principal Project Officer, CCSO Project Delivery Command Karen

Bailey won the Life Member Award for her work as PACCOA Queensland Delegate and Treasurer as well as her 24-year career with QCS where she is currently working on the redesign and delivery of Alcohol and Other Drug Services project. Toowoomba Community Corrections Senior Case Manager, Sam Stephens, won the Tony Hill Award for his outstanding work in supervising offenders in the community and particularly his advocacy and training in Domestic and Family Violence (DFV) and trauma-informed practices.

Assistant Commissioner Community Corrections and Specialist Operations Samantha Newman said the awards showed an outstanding commitment to breaking the cycle of reoffending across Queensland.

“It was wonderful to see the well-deserved recognition for the often-unseen work of our officers who have dedicated their careers to supporting behaviour change to reduce reoffending and make our communities safer,” Assistant Commissioner Newman said.

“There were also great presentations at the event from Southern Region Supervisor, Leni Garske who presented on the Toowoomba Cultural Reporting Room and Soft OFFICIAL Media Release Referral Program and Practice Leader, Rebecca Hewson who spoke on *Critical Responsivity: Neurodivergence and Correctional Service Delivery*.

“The conference overall was an empowering celebration of the people and programs that shape Australia's criminal justice system, and we look forward to future learnings and collaborations that help deliver safer communities for all Queenslanders,” Assistant Commissioner Newman said.

Karen Bailey said it was a great honour to be recognised, especially as she was approaching retirement. “We have a lot of young people coming through the ranks to work in community safety and I want to give them the opportunities and career path that I have had. I am still passionate about Community Corrections, and I am shifting to more of a mentoring role for the younger members,” she said.

Karen's involvement in PACCOA includes organising the last two conferences, running the Kerry Thomas Scholarship to allow for further education opportunities PACCOA members and leading the growth of on-demand training for members. She has worked for QCS Community Corrections since 2001 through a range of roles.

Senior Case Manager, Toowoomba Community Corrections Sam Stephens said he was surprised by his win and the entire conference was an incredible experience. “I am passionate about helping people affected by domestic and family violence and making our communities safer for everyone,” he said.

“I'm thrilled to be recognised for the work I'm doing with supervised offenders and helping to upskill my colleagues with the latest in learnings on trauma-informed practices.” Community Corrections plays a vital role across the state in managing about 19,000 offenders in the community to drive behaviour change and rehabilitation to deliver safer communities, less crime and fewer victims.



Built by Correctional Doctors Designed for Correctional Care

Virtu Medical empowers justice and prison health systems with digital tools that ensure continuity of care for vulnerable populations.

The Virtu Cares EHR Includes:

Medical, Mental & Dental
Customizable, secure & scalable



Voice Recognition & Risk Alerts
Early warnings for key conditions



Care Continuity
Treatment plans that follow individuals from intake through re-entry



Data-Driven Insights
Dashboards and reports to monitor utilization, outcomes and compliance



Discover how Virtu is redefining correctional healthcare

virtumedical.com | info@virtumedical.com | +1 (863) 600-9700

DARYL CHURNEY - ICPA'S STRATEGIC ADVISOR

Former Deputy Chairperson of Canada's Parole Board brings decades of policy expertise and international collaboration experience to global corrections network.

The International Corrections and Prisons Association (ICPA) is pleased to announce the appointment of Daryl Churney as Strategic Advisor. Daryl brings nearly eight years of leadership experience with the Parole Board of Canada (PBC), most recently serving as Deputy Chairperson and chief operating officer, where he oversaw national operations, policy development, and strategic partnerships across Canada's parole system.

Throughout his career, Daryl has championed evidence-based approaches to community corrections, working to strengthen relationships with Indigenous organizations, victims' advocates, the voluntary sector, and international partners. His work has included comprehensive policy renewals, expanding culturally responsive hearing options for Indigenous and Black offenders, and fostering cross-border learning through organizations like the American Probation and Parole Association and the Association of Paroling Authorities International.

"International collaboration is essential as corrections systems worldwide face similar pressures," said Daryl. "While there are no one-size-fits-all solutions, there are strong practices and templates that can inspire adaptation to local contexts. I'm excited to contribute to ICPA's mission of building bridges between policy and practice, and between jurisdictions that have much to learn from one another."

In his new role, Daryl will focus on elevating community-based supervision and reintegration supports, strengthening coherence across ICPA's global network, and promoting the critical but often overlooked role of clemency, pardons, and expungement programs in long-term reintegration success.

Can you describe your most significant experience during your time with the Parole Board of Canada, and how it shaped your approach to parole decision-making?

After nearly eight years with the Parole Board of Canada (PBC), there's a lot to draw on and it's hard to single out just one experience, so for me, it's really about the collection of reforms, shifts in thinking and efforts to build a stronger, more resilient and safer parole system that stands out. Parole is often misunderstood as some kind of "get out of jail free" card and that's just not been my experience with the system, which is structured, deliberate and grounded in science – as much as it can be when predicting human behavior.



As Executive Director General and later as Deputy Chairperson, I had the privilege of contributing to a broader vision championed by former PBC Chairperson Jennifer Oades — who, fittingly, was ICPA's first Executive Director. We shared a deep belief in the importance of safe, structured reintegration and in the power of strong partnerships across the system.

Together with our dedicated team, we worked to broaden the Board's outreach and rebuild relationships with partners whose engagement is essential to effective community corrections: the voluntary sector, academia, Indigenous organizations, victims and victim advocates, 2SLGBTQ+ organizations, and many others.

Re-establishing these connections — and forging new ones — helped ground our work in lived experience, community expertise, and diverse perspectives. We also expanded opportunities for victim participation in the parole process, leveraging the unique circumstances of the pandemic to make engagement more accessible.

Re-establishing these connections — and forging new ones — helped ground our work in lived experience, community expertise, and diverse perspectives. We also expanded opportunities for victim participation in the parole process, leveraging the unique circumstances of the pandemic to make engagement more accessible.

Building on the Board's longstanding commitment to Culturally Responsive Hearings for Indigenous offenders, we introduced a parallel option for Black offenders to better support Board members in understanding cultural context and its relevance to structured decision-making.

Another major undertaking was the comprehensive renewal of the Board's policy framework. Over three years, we aligned our policies with evolving Canadian jurisprudence and strengthened their clarity, coherence, and fairness. In parallel, we conducted a focused review of women's experiences in the parole process, leading to

DARYL CHURNEY - ICPA'S STRATEGIC ADVISOR

a principled approach that better tailor hearings to their needs while upholding the common legal standards that apply to all offenders.

These efforts — grounded in collaboration, evidence, and respect for the people and communities we serve — represent the most meaningful part of my time with the Parole Board of Canada. They shaped my understanding of how independent decision-making bodies can advance safer, more humane correctional systems, and they continue to inform my work with ICPA today.

How have your international connections influenced your practice and perspective on parole and corrections, and can you share a specific example of cross-border learning that impacted your work?

International connections have always played an important role in shaping my perspective on parole and corrections. In Canada just as elsewhere, it's easy to become absorbed in your own domestic pressures and simply the daily business of administering a complex regime governed by a prescriptive legislative framework. What I'd say though is, while other jurisdictions often look to Canada for inspiration, we are equally looking outward. Staying connected internationally helps guard against complacency; it reminds us that innovation is happening everywhere, and that we strengthen our own system by learning from others.

This is why the Parole Board of Canada maintains close relationships with organizations such as the American Probation and Parole Association (APPA) and the Association of Paroling Authorities International (APAI). These networks expose us to emerging practices, research, and operational approaches that broaden our thinking and help us refine our own.

On a more personal level, one of the most influential international experiences I've had came during a visit to the SAFER Foundation in Chicago, perhaps sometime around 2009, where I first met Diane Williams — now ICPA's Treasurer and then the President of SAFER. I was struck by the sheer breadth of SAFER's community-based programming and by how intentionally they addressed the practical barriers people face when returning to the community.

At one point during my visit, a SAFER van pulled up to take clients to obtain government identification. It was such a simple activity, yet it was an organized, intentional and recurring way to address a challenge that can be nearly impossible to navigate from inside prison walls. That moment crystallized for me how profoundly small, practical supports can influence a person's ability to rebuild their life. It also demonstrated what community corrections can look like when dignity, respect, and accountability are woven into every interaction.

That visit has stayed with me ever since. SAFER remains, in my mind, a model of what community-centred reintegration can achieve when systems focus on wellbeing, partnership, and the real-world needs of the people they serve. Experiences like that continue to shape how I approach my work and why I believe so strongly in the value of

international collaboration.

What unique insights or expertise are you most excited to bring to the ICPA, and how do you envision contributing to the organization's mission?

What I'm most excited to bring to ICPA is a policy-driven perspective shaped by years of working at the intersection of legislation, evidence, and operational reality.

Much of my formative career was spent leading law-reform initiatives that required balancing political direction with the best available research on what actually works in corrections. I've always been drawn to the challenge of aligning systems — thinking through the frameworks, values, and structures that support better outcomes and ensure that reforms strengthen, rather than erode, what is already working well.

Another thread that has shaped my career from the very beginning is my connection to the voluntary sector. My first role in government was as liaison to Canada's network of not-for-profit organizations working with people in conflict with the law. That experience left me with deep respect for the dedication, creativity, and compassion these organizations bring to their work, often with limited resources but extraordinary commitment. Volunteers and community organizations are, in many ways, the unsung heroes of our system. I'm eager to continue elevating their perspectives internationally and, in turn, bringing global best practices back to support their efforts at home.

Coming from a paroling organization, I also bring extensive experience with clemency, pardons, and expungement programs — mechanisms that help individuals close a chapter in their lives once they have met certain conditions or fulfilled their carceral requirements. These programs open doors to employment, housing, and community participation, and they play a critical role in long-term reintegration success. I would like to see their importance more fully recognized and reflected across international corrections practice.

Finally, much of my work at the Parole Board of Canada focused on harmonizing practices across a vast and diverse country. Regional differences can produce innovative approaches, but they can also lead to inconsistencies that become more visible when viewed nationally. Supporting alignment while respecting local realities is a balance I've worked with for many years, and I see a clear parallel with ICPA's global network. I'm excited to contribute to efforts that strengthen coherence across chapters and regions while appreciating the unique contexts in which they operate.

Together, these experiences shape how I hope to contribute to ICPA: by helping build bridges between policy and practice, between national systems and community partners, and between jurisdictions that have much to learn from one another.

DARYL CHURNEY - ICPA'S STRATEGIC ADVISOR

Looking ahead, what are the key challenges or opportunities in international parole and corrections that you hope to address through your work with ICPA?

Looking ahead, I see many meaningful opportunities in the international parole and corrections landscape. One of the most important areas, in my view, is strengthening the global focus on community corrections and the continuum of reintegration supports that surround it. Across jurisdictions, we know that effective discharge planning—paired with access to housing, employment pathways, and healthcare—creates the conditions for safer communities and more sustainable outcomes for individuals returning from custody.

At a time when views on justice are hardening - often in response to real and troubling incidents that deserve thoughtful attention and coherent action – it's still critical to reinforce the economic and public-safety value of community-based supervision tailored to their level of risk. These programs reduce pressure on institutional corrections and support long-term desistance far more effectively than custody alone.

A key challenge is the persistent gap between public perception and the day-to-day reality of parole and corrections work. High-profile incidents tend to dominate headlines, while the thousands of quiet successes go largely unnoticed. This imbalance can erode public trust and drive reactive policy decisions that don't always align with evidence. One of the opportunities I see through ICPA is to help elevate a more accurate narrative—one that reflects the professionalism, rigour, and positive outcomes that characterize most correctional and parole practice worldwide.

What gives me optimism is the level of collaboration already happening across ICPA's networks and regions. There is a shared sense of mission, urgency, and openness to learning that transcends borders. I'm excited to contribute to that work.

How do you see the role of international collaboration evolving in the field of parole and corrections, and what do you believe are the most important lessons that different countries can learn from one another?

International collaboration in parole and corrections is becoming more essential as systems around the world confront similar pressures, even if their contexts differ.

One of the most important realities of global corrections is that there are no one-size-fits-all solutions – but there are very strong practices and templates to be inspired by. Policy and programs need to be adapted to local needs, shaped by the communities they serve, and responsive to the elected officials who set the legal framework. At the same time, shared international standards—such as the Mandela Rules and the Bangkok Rules—remain critical anchors that help ensure dignity, proportionality, and human rights across jurisdictions.

Some of the most valuable lessons, in my view, come from countries that have broadened their partnerships beyond traditional correctional actors. Systems that work closely with the voluntary sector, peer networks and people with lived experience, academia, social enterprises, and social-service agencies tend to demonstrate a more holistic, wrap-around approach. These models treat incarceration, supervision and reintegration as community issues rather than solely correctional ones, and they often achieve stronger, more sustainable outcomes as a result.

As collaboration deepens across borders, I see enormous potential for countries to learn from one another's innovations—whether in community engagement, evidence-informed practice, or cross-sector partnerships. International networks like ICPA create the space for that exchange, helping systems evolve while staying grounded in shared principles and local realities.

Daryl Churney is a seasoned Canadian public sector executive who was most recently Deputy Chairperson of the Parole Board of Canada (PBC). The Deputy Chairperson is the most senior public servant within the organization serving as chief operating officer, responsible for all Board policy, programs, planning, national operations and the provision of corporate services. Prior to this role, Daryl served in executive roles with the Canadian ministries of transport and public safety.

He has worked in criminal justice policy since beginning his career in the Government of Canada in 2001 as a Policy Analyst with the Department of the Solicitor General. Daryl has appeared as an expert witness before committees of the Canadian House of Commons and Senate, has worked extensively with Cabinet appointees, parliamentarians, victims of crime and voluntary sector partners. He has served on the Board of Directors of the St. Leonard's Society of Canada, a national not-for-profit active in criminal justice, and holds degrees from the University of Western Ontario and Carleton University.

Upcoming webinars

2026

JAN/FEB

NORTH AMERICAN
CHAPTER

JULY

STAFF TRAINING
AND DEVELOPMENT
NETWORK

MARCH

HEALTHCARE
WEBINAR

AUGUST

PLANNING AND
DESIGN NETWORK

MAY

RESEARCH AND
DEVELOPMENT
NETWORK

SEPTEMBER

PRACTICE TRANSFER
ADVISORY COMMITTEE

MAY

VOLUNTEERS
NETWORK

DECEMBER

EXTERNAL PRISON
OVERSIGHT AND
HUMAN RIGHTS
NETWORK

JUNE

INTELLIGENCE
NETWORK

** Complimentary for ICPA members*

** New registrants will receive a complimentary annual Full ICPA Membership when registering at full price.*

**PRISON DESIGN
AND TECHNOLOGY
CONFERENCE**

PDTTC

**HUMANE AND RESILIENT FUTURES:
RETHINKING PRISONS THROUGH
INNOVATION, INFRASTRUCTURE,
AND TECHNOLOGY**

**MOROCCO,
APRIL 21-24, 2026**



DESIGNING HOPE: HOW TWO PRISON DESIGN EXPERTS ARE REIMAGINING CORRECTIONAL SPACES



Kavan is the Chair of the ICPA Planning and Design Network and Director of Guymer Bailey Architects, specialising in specialist in justice and correctional architecture – therapeutic environments that facilitate rehabilitation, empower behavioural change and create a sense of hope to ultimately reduce recidivism rates and create a better, safer community for all.

Knowing that our environment has a profound effect on us, his passion is in harnessing the transformative effects of architecture to help people live better lives. Through the creative and sustainable use of building form and materials and the rehabilitative effects of daylight, Kavan believes architecture can significantly change the quality of life for those inhabiting its space. It is this 'architecture of hope' that he seeks to provide each day by delivering well planned, operationally effective and delight-filled masterplanning and building solutions.

Over the last 25 years, Kavan has led the design of many of Australia's most innovative and iconic justice and correctional projects alongside our team including Hopkins Correctional Centre, Ravenhall Correctional Centre, Western Plains Correctional Centre, Rivergum Residential Treatment Centre, Southern Queensland Correctional Centre (St2), Southern Remand Correctional Centre, and the Thomas Embling Forensic Hospital Expansion as well as works in numerous other secure facilities.

As a Director of Guymer Bailey Architects, Kavan leads the exceptional architecture, landscape architecture and interior design team across our Melbourne and Brisbane Studios and overseeing our large-scale correctional projects.



Dr. Marayca Lopez i Ferrer devoted her entire career, both academic and professional, to the philosophy and practice of prison reform. She holds three advanced degrees in the field of Criminal Justice. Marayca started her career in academia, completing her practical training as "jurist criminologist" at Can Brians Correctional Facility (Barcelona, Spain).

After attaining her PhD, she moved to the USA in 2004, graduating from Rutgers University with a M.A. in Criminal Justice. As the granddaughter of a formerly incarcerated person, she always felt that, to some extent, there was a gap between the "teachings inside the classroom" and the "real field work". As such, Marayca left academia and moved to the private sector where she has been providing services as justice planner since 2006, working for two architectural firms: CGL (Steve Carter/Bob Goble) and DLR Group (present job). In this capacity she has helped to plan and program juvenile and adult facilities that are holistic in their approach, preserve human rights, are safe and humane, promote rehabilitation, and are focused on innovative operational and programmatic initiatives for positive outcomes and successful re-entry.

Marayca's experience is international in scope. She has visited facilities in Africa, America, Australia, and Europe, and has worked on justice reform projects and prison studies both domestically (USA) and abroad (e.g., Australia, Canada, Europe, Central and South America), resulting in a deep understanding of correctional best practices, operations, and prison management models worldwide.

Marayca is actively involved with different international organizations that share the common goal of advancing the field of corrections and elevating the rehabilitative ideal and have an on-going collaboration with the Correctional Association of New York, the UN Friends of Corrections, the Inter-American Development Bank, and Penal Reform International on issues related to restorative justice and the humanization of correctional facilities through right-sized, dignifying, and trauma-informed prison infrastructure.



DESIGNING HOPE: HOW PRISON DESIGN EXPERTS ARE REIMAGINING CORRECTIONAL SPACES

As the ICPA's first Prison Design and Technology Conference approaches, architect Kavan Applegate and justice planner Dr. Marayca Lopez explain why the spaces we create behind bars matter more than we think.

When Kavan Applegate first walked into a prison as a 21-year-old architecture student, he couldn't shake the feeling that something fundamental was missing. Not just bars or security systems but hope itself.

"I saw so many people whose lives had taken a very different path from mine," recalls Kavan, now a Principal at Guymer Bailey Architects in Australia. "I was fortunate enough to be there only for a day, in a professional capacity, and able to go home at night. That experience never left me."

On the other side of the world, Dr. Marayca Lopez was taking a different path to the same destination. As a criminologist turned justice planner at DLR Group in the United States, she approached incarceration through a lens of understanding rather than judgment.

"I've always been a person who believes in the goodness of people," Marayca explains. "Through my training, I learned to ask, 'what has happened' to people rather than viewing them through the lens of 'what is wrong' with them."

These two perspectives, one architectural, one criminological, would eventually converge through their work with the International Corrections and Prisons Association (ICPA), a global network dedicated to advancing humane and effective correctional practices. Both Kavan and Marayca are leaders as, respectively, co-chair and board liaison, of ICPA's Planning and Design Network, where they support ICPA members and the broader corrections community to consider the impact of the built environment on the people housed in prisons through bringing evidence and good practice to the broader community.

Now, they're bringing their combined expertise to a larger stage.

From April 21-24, 2026 in Rabat, Morocco, ICPA will host the inaugural Prison Design and Technology Conference (PDTC), the first international conference to unite correctional design, technology, and infrastructure under one roof.

Co-organized by ICPA and Morocco's Directorate General for Prison Administration and Reintegration (DGAPR), the conference carries an ambitious theme: "Humane and Resilient Futures: Rethinking Prisons through Innovation, Infrastructure, and Technology."

For Kavan and Marayca, PDTC represents a chance to challenge the status quo and prove that prisons don't have to choose between security and humanity.

"Often, we are faced with similar challenges around the world," says Marayca. "We can learn from each other and continue to find better, more sustainable, and more cost-effective ways to improve the lives of incarcerated people and the staff that work with them—making communities safer, too."

Beyond Bars and Concrete

The questions they're tackling aren't simple. How do you design a space that's secure but doesn't feel punitive? How do you balance operational efficiency with human dignity? Can architecture actually reduce violence and self-harm?

According to Marayca, the answer starts with understanding trauma. "For people to change, grow, and better themselves, we must plan safe spaces where people can be treated and design them in a way that people can heal," she says. "The process of healing is highly dependent upon the action and interaction we experience in those spaces."

Kavan agrees but adds, what may appear, a counterintuitive twist: "Designs and operating models that support rehabilitation, prioritize staff wellbeing, and encourage positive interaction between staff and incarcerated people are safer and more secure environments. Security shouldn't be an overlay; it should be integrated within a therapeutic and trauma-informed design response."



DESIGNING HOPE: HOW TWO PRISON DESIGN EXPERTS ARE REIMAGINING CORRECTIONAL SPACES

The evidence backs them up. Research by Professor Dominique Moran has shown that facilities with more green space inside their perimeters experience lower levels of self-harm and violence. Staff report fewer sickness absences. The benefits are especially pronounced for younger and unsentenced individuals, and in overcrowded settings.

"Exposure to outdoor green spaces or even images of nature provide restorative effects, increased calm, and opportunities for reflection," Marayca notes. "This isn't just nice to have, it's essential infrastructure."

The Human Return on Investment

But what about cost? Correctional facilities are among the most resource-intensive public buildings, operating 24/7, 365 days a year. Surely all this focus on wellbeing and sustainability must come with a hefty price tag?

Not quite, says Kavan. "The initial construction costs are significant, but they're often eclipsed by ongoing operational expenses. Even modest improvements in energy efficiency, water conservation, and waste reduction can yield substantial long-term savings."

Marayca emphasizes another kind of return: "The most sustainable investment within correctional facilities is investing in incarcerated people and staff. Breaking the cycle of recidivism and generational incarceration can reduce the overall human and environmental impact."

She recalls a powerful example: "I've seen facilities where smaller, safer units, when combined with the right staffing models and meaningful engagement, can be managed at equal or lower cost compared to larger ones. Plus, they offer greater flexibility for future use."

Kavan has his own measuring stick for success. "I will never forget one interaction with a previously incarcerated person who told me, 'There was something about that place, the opportunities offered to me, the care of the staff, and the training facilities that gave me confidence in my skills, and the place just made me feel like there was a better life for me. Since release, I've had the same full-time job for over three years, my son has a stable household, and I know I won't ever be going back.'"

"That," he says simply, "is why we do this work."

Climate, Context, and Cultural Sensitivity

One size doesn't fit all when it comes to correctional design. A facility in Morocco faces different climate challenges than one in Norway. Cultural expectations vary. Resources differ.

Kavan emphasizes the importance of climate-adaptive design: "In hot climates, for example, high thermal mass construction, optimized building orientation, and shade-providing vegetation allow for safe outdoor access while mitigating heat and supporting wellbeing. Water management systems like rainwater collection are essential

in drought-prone regions."

Marayca adds that adaptability extends beyond physical infrastructure. "Facilities that are purposefully designed to enhance the wellbeing of both incarcerated individuals and staff will remain relevant over time. While the composition of the population may shift, the foundational principles of trauma-informed and biophilic design remain universally applicable."

A Growing Movement

The success of the 2024 international planning-and-design conference in Istanbul, which drew over 250 delegates from around the world, proved there's appetite for this conversation. Marayca still benefits from the connections she made there.

More than ever, my hope comes from an emerging 'conscientious' client base that is heavily invested in social responsibility and the environment," she says. "I'm also hopeful about the growing cooperation between correctional agencies, research organizations, people with lived experience, and community interest groups."

For Kavan, hope comes from a simpler place: "The positive feedback from people with lived experience and staff about the impact of rehabilitative environments on their mental health, their sense of self-worth, their enjoyment of each day, and their hope for the future."

He pauses, then adds: "And I have to say, the conference is in Morocco. We think that's very exciting."

PDTC 2026 will feature exhibitors, live technology demonstrations, panel discussions, workshops, and tours of local prison facilities. It's designed for correctional practitioners, architects, planners, technology developers, policymakers, and anyone interested in the intersection of justice and design.

"This is a unique opportunity for correctional practitioners to come together in exchanging field knowledge and expertise with social innovators and reformers," says Marayca. "Through this mix of formats, conferences like this offer a platform like no other for creative thinking, technology development, and innovation."

As Kavan sees it, the stakes couldn't be higher: "Our fundamental belief is that our environment profoundly influences us. If we can create architecture that offers hope and can change lives, we have a responsibility to do so."

The Prison Design and Technology Conference takes place April 21-24, 2026, in Rabat, Morocco. Additional information is available through the International Corrections and Prisons Association website.

Because in the end, this isn't just about buildings. It's about people, and the possibility of transformation.

The top of security.



STUVHSL COMPACT

MORE SECURITY. LESS EFFORT.

By simply replacing your locks 1:1, you can increase security in just a few minutes—without interrupting operations.

Security meets flexibility.

HSL COMPACT- high end retrofit locks for modern prisons.

HSL COMPACT locks are specially developed for high-security areas in prisons, police stations, and military facilities. Thanks to identical dimensions, they can be used as 1:1 replacement for previous CHUBB® detention room locks.



learn more



PRODUCT SERIES HIGHLIGHTS



Maximum resistance to vandalism

→ Stainless steel finish and side loads of 50 kN



Recodable -

If keys are lost you can recode HSL locks without tools, in 5 sec. / lock



Master / Group options -

HSL locks support up to 21 different subgroups

**Contact our sales team for more information:
Phillip Schickenberg (Mr)**

T: +49 20 56-140

E: sales@stuv.info

I: www.stuv.info





ESSENTIAL STANDARDS FOR PERINATAL CARE OF WOMEN AND CHILDREN LIVING IN PRISON

By Marie Claire Van Hout, Alexa Johnson-Gomez, Reda Madroumi, Ivan Calder, Barbara Frey, Julie Matonich

The female prison population continues to rise, with prisons worldwide failing to meet international human rights standards. Many are overcrowded, poorly resourced, and unsafe, especially for women. Women in prison are an obstetric group at high risk, with deficits in perinatal care leading to preventable maternal and child morbidity and mortality. Mother–child imprisonment and mother–child separation can have substantial intergenerational health and social consequences. In this Viewpoint, we present essential standards for perinatal care of women and children who are incarcerated, aligned to human rights obligations, prioritising alternatives to imprisonment, and where custodial sentences are applied, emphasising essential core best practices in prison (inclusion of prisons in national maternal health strategies, resourcing of prison facilities, services, staffing, and medical competencies, comprehensive medical management of pregnancy, obstetric and postpartum care, and release planning). To ensure the rights of women and children in diverse contexts are upheld, standards should be enforced through independent inspections, clinical audits, and integrated public and prison health monitoring of perinatal health outcomes.

The global prison population has remained steady, at 11.5 million in 2025.¹ However, the proportion of women who are incarcerated is continuing to rise at an alarming rate.^{1,2} More than 733 000 women and girls are incarcerated worldwide, with the female prison population increasing by 57% since 2000.^{1,2} Steep increases are observed in South America (Brazil), Central America (El Salvador and Guatemala), and southeast Asia (Cambodia and Indonesia). The USA has the highest number of women living in prison (approximately 174 607) in the world.² Incarceration rates of women are generally underpinned by punitive responses to drug-related offences, offences directly or indirectly related to gender-based violence, and non violent, low-grade offences, often linked to poverty.^{1–3} Women who are

incarcerated often have complex and substantial health needs, including psychiatric illness, substance dependence, and trauma,^{1,4} and might experience pregnancy and motherhood in prison.^{5–7}

Global estimates of numbers of children or pregnancies in prisons are unavailable as many countries do not collect robust data.⁸ The most recent UN figures estimate that 19 000 children live with their primary caregiver in prison, almost all with their mothers.⁹ There is no common approach to the management and care of pregnant women, breastfeeding women, and infants when deprived of their liberty, or quality standards to deal with maternal and paediatric health needs,^{10–12} nor is judicial decision making generally focused on the “best interests of the child” as required by the UN Convention on the Rights of the Child.^{13,14} The degree to which alternatives to imprisonment are supported in legislation, used, and resourced varies worldwide.^{12,15–17} When custodial sentences are imposed, as is the case for more serious offences, prison system policies include separation of mother and child on entry to prison, housing of mother and child within the mainstream prison population or in separate cells, or placement in mother and baby units.^{8,14}

Countries have different specifications regarding the duration of time that children can remain with their mother in prison, with most countries imposing a maximum age (generally when breastfeeding ends).^{8,17,18} Despite recognised international human rights norms and obligations regarding the treatment of all people who are incarcerated (eg, UN Standard Minimum Rules for the Treatment of Prisoners¹⁹ and UN Rules for the Treatment of Women Prisoners and Non-Custodial Measures for Women Offenders²⁰), many prisons worldwide fail to meet such standards and are overcrowded, poorly resourced, and unsafe, especially for women.^{1,21,22}

ESSENTIAL STANDARDS FOR PERINATAL CARE OF WOMEN AND CHILDREN LIVING IN PRISON

National Preventive Mechanisms under the Optional Protocol to the Convention Against Torture and other Cruel, Inhuman and Degrading Treatment or Punishment (OP-CAT)²³ and UN treaty body committees routinely document neglect and rights violations concerning the situation and treatment of pregnant women and mothers worldwide who are incarcerated.^{14,22,24} Women who enter prison during pregnancy frequently experience long-standing social and structural inequities that pre-date their incarceration, including poverty, gender-based violence, trauma, unstable housing, poor access to antenatal care, and disproportionately high rates of substance use and mental health conditions.^{1-4,10}

These intersecting determinants mean that worse perinatal outcomes among women in prison cannot be attributed solely to the prison environment. Imprisonment often functions as a form of so-called compensatory care, in which services delivered in custody attempt to fill gaps arising from broader systemic inequities and poor access to care in the community.^{3,4,6,7,10} Pregnancy in prison is clinically high risk, with deficits in perinatal care leading to a host of preventable maternal and paediatric morbidity and mortality outcomes.^{5-7,10,24-26}

Risks are amplified due to failure of prison authorities to ensure safe environments, evidence of cruel, degrading, and inhuman treatment (eg, solitary confinement, use of restraints during childbirth), inaccessibility of emergency obstetrics, and insufficient access to quality sexual, reproductive and paediatric health care.^{5-7,10-12,22,25,26}

Mother-child imprisonment or separation can cause further substantial, lifelong, and intergenerational health and social consequences.^{5-7,10} Recognising these underlying drivers of disadvantage is essential to understanding the heightened vulnerability of pregnant women in detention and the need for comprehensive, rights-aligned reforms. There is growing international consensus that imprisonment of pregnant and postpartum women is rarely justified and is inconsistent with human rights obligations and the requirement to prioritise the best interests of the child.^{11-15,17,18}

Decongestion measures, including through greater application and prioritisation of alternatives to imprisonment, and immediate, evidence-informed reforms to respect, protect, and fulfil maternal and paediatric health rights and outcomes in prisons are crucial.^{3,4,7,11-13,15,17,18,24,27-29}

Evidence regarding community based alternatives remains scarce, yet what is available highlights their potential to reduce harms and strengthen continuity of perinatal care.^{12,14-17} Combined with identified risks associated with perinatal care in prison, including preventable maternal and neonatal morbidity and mortality, lack of emergency obstetric access, unsafe conditions, and trauma-exacerbated environments, these

factors support the argument that non-custodial measures should be the presumptive response, with deprivation of liberty used only when no safe alternative exists.

In this Viewpoint, we present a series of essential standards for perinatal care and management of pregnant and or breastfeeding women and their infants when in contact with the criminal legal system, aligned to international human rights obligations. The standards are equally applicable to other settings in which women are deprived of their liberty, such as immigration detention facilities.

The panel presents the 42 standards spanning seven dimensions, which were developed by a multidisciplinary coauthor team (medicine, public health, law, and psychology experts) based on a rapid narrative review²⁷ and refined with consensus agreement by a global expert panel (appendix pp 1-13). 36 professionals (including with lived experience) representing policy makers, prison health, clinical, and social care providers, lawyers, civil society, and researchers from Europe, North America, Asia, and sub-Saharan Africa (27 females, 9 males) agreed on the standards (appendix p 2). By emphasising equivalency of health outcomes rather than equivalency of services, the standards acknowledge global variation in maternal health systems and the need for context-specific implementation strategies across diverse jurisdictions.

They are intended to not only improve perinatal care for women who are incarcerated and their children but to shift practice towards community based, trauma-informed, and rights-grounded models of support. By meeting the broad-based human rights obligations as provided in the UN Standard Minimum Rules for the Treatment of Prisoners and the UN Rules for the Treatment of Women Prisoners and Non-Custodial Measures for Women Offenders,^{19,20} the standards are a first step to supporting continued efforts to reduce prison overcrowding and to encourage greater application of alternatives to imprisonment of women during the perinatal period.

We recommend the further development of UN technical guidance and the translation of these standards into government policies specifically directed at this vulnerable cohort. By encouraging equivalency of maternal and paediatric outcomes, in addition to care that is at least equivalent to that available in the community, and implementing integrated health care spanning community and prison, maternal and child health can be better protected and ensured. Greater investment in community health care, integration of lived experience, and monitoring of perinatal outcomes through independent oversight mechanisms are essential to reducing preventable morbidity and mortality among mothers and infants affected by the criminal legal system. Clinical audits and independent inspection mechanisms including those created by OP-CAT are crucial to

ESSENTIAL STANDARDS FOR PERINATAL CARE OF WOMEN AND CHILDREN LIVING IN PRISON

monitoring prison standards and ensuring access to and quality of provided health care. Monitoring efforts help to ensure compliance with human rights and accountability and play an important part in supporting and ensuring positive perinatal health outcomes for mothers and children living in prison.^{14,22,24,28,29}

In this context, the work of non-governmental organisations (NGOs) in helping to implement the essential minimum standards of perinatal care for women and their children living in prison systems is of particular importance. For example, the international NGO Health through Walls operates globally to strengthen health care in prisons, by partnering with correctional systems in low-income countries to improve continuity of care, including access to medicines and diagnostic equipment, capacity building for support staff, and developing sustainable prison health systems.

Their model integrates public, maternal, and paediatric health approaches with human rights obligations by working to address many of the gaps in implementation of such essential minimum standards of perinatal care and management in prisons. Regardless of community level of perinatal care and prison context (high or low resource settings), very little is known regarding the perinatal and longitudinal health outcomes of mothers and children in contact with the criminal legal system pertaining to psychosocial, health, criminal, legal, and mortality outcomes of women (and their children) who experience alternatives to imprisonment, and of those who experience the perinatal period in prison. Further research is warranted regarding due process in vulnerability assessment and judicial decision making and economic feasibility or cost models for implementing the 42 standards.

Additional areas of research focus include the complex health needs of women living in prison, socioeconomic and contextual differences in quality of community and prison perinatal care and health-care governance, and sociopolitical understanding regarding political resistance or ideological barriers to reform. Participatory research—co-designed with people with lived experience of pregnancy and parenthood in prison—which illustrates the voices of women in prison must play a central part in supporting continued advocacy for alternatives to imprisonment, improved prison standards, and support of families affected.

Panel: Essential standards for perinatal care of women and their children living in prison

Prioritisation of alternatives to imprisonment

1- Alternatives to imprisonment during the perinatal period should be considered on a case-by-case basis and be prioritised by the criminal legal system, where

possible, to ensure the safety of the mother and the child

2- Women who are expected to give birth within the term of their imprisonment should remain in the community (if possible), in an environment where shelter, food, perinatal care, and substance use disorder treatment are readily available

3 During the perinatal period, alternatives to imprisonment such as community-based non-custodial measures should, at a minimum, include options for house arrest and group homes

4- Community-based non-custodial measures during the perinatal period should be funded at a level to provide support for perinatal and postnatal care that is equivalent to the community standard

Core principles of perinatal care in prison

5- Women in prison should be provided with gender-specific, culturally appropriate, trauma-informed health-care services that meet or exceed the standards of care available in the community

6- A balance should be maintained between implementing necessary security measures in prison and the provision of equitable support for health, wellbeing, and assistance

7- Perinatal care programmes in prisons should be based on a national strategy for perinatal care in the community and equivalent to that level of care

8- Adequate and equitably distributed resources, including finance, equipment, staffing, and training, should be allocated to clinical and support services across the perinatal period in prison to ensure long-term sustainability and accessibility for these services

9- Clear articulation of medical and support services, roles, and responsibilities and the relevant timeframes should be defined and shared on admission into prison and displayed at places accessible for the female prison population

10- Perinatal care programmes in prison should offer evidence based pre-pregnancy and postpartum care, regular medical assessment, care for health and wellbeing, and support in an integrated multiagency (public, private, non governmental) partnership approach designed to uphold the rights of women who are incarcerated (including those pregnant, breastfeeding, or with children) to equivalence of health care and the best interests of the child

11- Perinatal care programmes in prison should be

ESSENTIAL STANDARDS FOR PERINATAL CARE OF WOMEN AND CHILDREN LIVING IN PRISON

provided by trained staff and with necessary infrastructure

12- All pregnant women and women in the postpartum period should be offered confidential mental health screening and have access to appropriate and ongoing counselling and psychosocial support

13- Addiction treatment should be available whenever clinically indicated across the perinatal period, accounting for previous victimisation, the special needs of pregnant women and babies who might be born with neonatal abstinence syndrome, and women with children

Management of pregnancy in prison

14- Women living in prison should have timely access to pregnancy testing, especially on admission, and timely access to the results

15- Pregnant women in prison should have timely access to pregnancy counselling, including information on abortion, prenatal and postnatal care, delivery expectations, developing a pregnancy plan, and infant placement options as per the country-specific laws

16- Beyond receiving information, pregnant women in prison should have the opportunity to ask questions, change their minds about their decisions, and have timely access to the services or options they choose to pursue

17- Pregnant women in prison should be offered timely and comprehensive health assessments, including screening for conditions such as HIV, hepatitis C, or any congenital anomalies, with access to timely treatment and care that is responsive to their specific needs, including the prevention of mother-to-child transmission

18- Substance use during pregnancy should not be criminalised, to allow for pregnant women living in prison to be screened and treated for substance use without fear of additional punishment, stigma, and legal repercussions

19- Core components of prenatal care in prison should include:

- Medical examinations carried out by health-care professionals, as equivalent to the community
- Access to diagnostic tests in accordance with national guidelines
- Appropriate referral pathways to relevant community and external services to ensure continuity of care with suitable transport options
- Viral screening and administration of recommended vaccines in accordance with national guidelines
- Provision of trauma-informed, culturally appropriate, and gender-responsive care, including substance use disorder treatment and pregnancy loss care when needed
- Prenatal education and access to nutritional supplementation, including prenatal vitamins
- Development of an individualised birth and postpartum care plan, including breastfeeding and

- mother–infant contact where appropriate
- A focus on intersectionality when providing individualised care to individuals who are incarcerated

20- Pregnant women living in prison should receive nutrition needed to support a healthy pregnancy

21- Employment and recreation in prison should be available, providing pregnant women with a healthy balance of rest, activity, exercise, and social participation

22- Pregnant women living in prison should not be placed in solitary confinement under any circumstances

Obstetric care, complications, and labour during imprisonment

23- Pregnant women in prison should have access to unscheduled or emergency obstetric visits on a 24 h basis

24- All correctional and clinical personnel should be trained to recognise and respond appropriately and seriously to any signs or symptoms suggestive of pregnancy-related complications, ensuring timely referral and intervention

25- Pregnant women living in prison should be transported in a safe and timely manner to a maternity hospital for labour and delivery

26- Pregnant women living in prison should receive counselling on their delivery options and be actively involved in the decision-making process wherever possible

27- Pregnant women living in prison should be allowed the assistance of a birth supporter of their choice throughout the perinatal period, such as a doula, family member, or friend

28- Instruments of restraint should never be used on women who are incarcerated during labour, during childbirth, and immediately after childbirth

29- The only exception is when the woman poses an immediate and serious threat of harm to herself or others that is certified by a licensed professional and cannot be reasonably prevented by other means, and must be closely monitored

30- If restraint is needed, it should be the least restrictive method possible to ensure safety and must never include restraints that interfere with leg movement or the ability to break a fall

Postpartum care and conditions in prison

31- Postpartum medical care should be provided by correctional health professionals and community public health-care providers to ensure continuity of care and adherence to best practice standards

32- Women living in prison with their newborns and who choose to breastfeed should receive education and support for breastfeeding according to community

ESSENTIAL STANDARDS FOR PERINATAL CARE OF WOMEN AND CHILDREN LIVING IN PRISON

standards and the proper equipment to express milk
33- Postpartum women living in prison should be offered confidential mental health screening, counselling, and support, especially when parent and infant are separated

34- Where infants are permitted to stay in prison, facilities should create healthy and safe environments that allow women living in prison to hold and breastfeed their babies

35- Facilities should support family visitation in designated areas that are suitable for young children and new parents

36- Infant care in prisons should meet the community standard of paediatric care, including regular examinations by a qualified provider and provision and access to administration of routine vaccinations in accordance with national guidelines

37- Women living in prison with infants must not be placed in solitary confinement

Decisions and processes for the separation of mother and child

38- Official decisions as to when a child is to be separated from its mother should be based on individual assessments and the best interests of the child within the scope of relevant national laws and options available in the community

39- The removal of the child from prison or from the hospital following birth should be always undertaken with sensitivity, even when suitable alternative care arrangements, in keeping with the best interest of the child, have been identified and, in the case of foreign-nationals living in prison, made in consultation with consular officials

40- After children are separated from their mothers and placed with family or relatives or in other alternative care, women who are incarcerated should be given the maximum possible opportunity to meet with their infants or children in addition to usual visitation, provided it is in the best interests of the children and when public safety is not compromised

Planning for release

41- When planning for release, a continuation of supportive financial, mental health, and parenting resources, including referrals to community services, should be accessible and offered to women and their families to facilitate successful reintegration

42- Integrated case management, including continuity of medical care, should be actively supported on release to the community to nurture and stabilise parent–child relationships decision making and economic feasibility or cost models for implementing the 42 standards.

Contributors

MCVH conceived the Viewpoint and was responsible for development, drafting, and final submission. BF, JM, IC, AJ-G, and RM provided medical, prison system, health psychology, and human rights law expertise in drafting and review of the Viewpoint before submission.

All authors contributed to drafting and revising the manuscript and approved the final version.

Declaration of interests

We declare no competing interests.

Acknowledgments

The authors wish to acknowledge the contribution of the expert panel members of the International Corrections and Prisons Association Healthcare in Prisons Network and the Children of Incarcerated Caregivers Global Prison Nursery Network in developing and agreeing on the 42 standards



REFERENCES

1. Penal Reform International. Global prison trends 2025. May, 2025. www.penalreform.org/resource/global-prison-trends-2025/ (accessed Sept 22, 2025)
2. Fair H, Walmsley R. World female imprisonment list sixth edition. Women and girls in penal institutions, including pre-trial detainees/remand prisoners. Institute for Crime & Justice Policy Research. 2025. www.prisonstudies.org/sites/default/files/resources/downloads/world_female_imprisonment_list_6th_edition.pdf (accessed Sept 22, 2025).
3. Penal Reform International, Women Beyond Walls. From poverty to punishment. Examining laws and practices which criminalise women due to poverty or status worldwide. March, 2025. www.womenbeyondwalls.org/_files/ugd/2d77c8_728255cde77e498189391b05638667ae.pdf (accessed Sept 22, 2025).
4. Van den Bergh BJ, Gatherer A, Fraser A, Moller L. Imprisonment and women's health: concerns about gender sensitivity, human rights and public health. *Bull World Health Organ* 2011; 89: 689–94.
5. Kirubarajan A, Tsang J, Dong S, et al. Pregnancy and childbirth during incarceration: a qualitative systematic review of lived experiences. *BJOG* 2022; 129: 1460–72.
6. Bard E, Knight M, Plugge E. Perinatal health care services for imprisoned pregnant women and associated outcomes: a systematic review. *BMC Pregnancy Childbirth* 2016; 16: 285.
7. Hawkins SS. Reproductive health care for incarcerated women in the prenatal and postpartum periods. *J Obstet Gynecol Neonatal Nurs* 2024; 53: 220–33.
8. Van Hout MC, Klankwarth UB, Fleißner S, Stöver H. Children living in prison with a primary caregiver: a global mapping of age restrictions and duration of stay. *Lancet Child Adolesc Health* 2023; 7: 809–14.
9. UN General Assembly. Global study on children deprived of liberty. July 11, 2019. <https://docs.un.org/en/A/74/136> (accessed Sept 22, 2025).
10. Alirezaei S, Latifnejad Roudsari R. The needs of incarcerated pregnant women: a systematic review of literature. *Int J Community Based Nurs Midwifery* 2022; 10: 2–17.
11. Inter-American Commission on Human Rights. Women deprived of liberty in the Americas. March 8, 2023. www.oas.org/en/iachr/reports/pdfs/2023/Informe-Mujeres-privadas-libertad_ENG.pdf (accessed Sept 22, 2025).
12. Association for the Prevention of Torture. Global report on women in prison analysis from National Preventive Mechanisms. December, 2024. https://www.apt.ch/sites/default/files/2025-06/APT_Women%20in%20Prisons_Global%20Report_EN_FINAL.pdf (accessed Sept 22, 2025)
13. Johnson-Gomez A, Matonich J. To prison, with mom: international due process issues for children and mothers posed by prison nurseries. *Columbia J Gend Law* 2025; 46: 15–34.
14. Van Hout MC, Fleißner S, Klankwarth UB, Stöver H. "Children in the prison nursery": global progress in adopting the Convention on the Rights of the Child in alignment with United Nations minimum standards of care in prisons. *Child Abuse Negl* 2022; 134: 105829.
15. Center for Leadership Education in Maternal & Child Public Health, University of Minnesota-Twin Cities, School of Public Health. Alternatives to incarceration for pregnant & postpartum people in the U.S. national university based collaborative on justice involved women and children (JIWC). 2023. <https://mch.umn.edu/wp-content/uploads/2023/03/JIWC-Policy-Brief-Alternatives-to-Sentencing-3.2023-1.pdf> (accessed Sept 22, 2025).
16. Giacomello C, Garcia Castro T. Imprisoned at home: women under house arrest in Latin America. July, 2020. www.wola.org/analysis/women-under-house-arrest-in-latin-america/ (accessed Sept 22, 2025)
17. Loucks N. Alice Wambui Macharia, Rights of the child, mothers and sentencing: the case of Kenya. *Punishm Soc* 2024; 26: 443–45.
18. Van Hout MC, Fleißner S, Klankwarth U, Stöver H. Children living with incarcerated mothers are invisible and neglected in the global prison population. *Lancet Child Adolesc Health* 2024; 8: 317–19.
19. UN Office on Drugs and Crime. The United Nations standard minimum rules for the treatment of prisoners (the Nelson Mandela Rules). 2016. https://www.unodc.org/documents/justice-and-prison-reform/Nelson_Mandela_Rules-E-ebook.pdf (accessed Sept 22, 2025).
20. UN Office on Drugs and Crime. United Nations rules for the treatment of women prisoners and non-custodial measures for women offenders (the Bangkok Rules). March 16, 2011. https://www.unodc.org/documents/justice-and-prison-reform/Bangkok_Rules_ENG_22032015.pdf (accessed Sept 22, 2025).
21. United Nations Office on Drugs and Crime. United Nations system common position on incarceration. April, 2021. www.unodc.org/res/justice-and-prison-reform/nelsonmandelarules-GoF/UN_System_Common_Position_on_Incarceration.pdf (accessed Sept 22, 2025).
22. Van Hout MC, Fleißner S, Stöver H. # me too: global progress in tackling continued custodial violence against women: the 10-year anniversary of the Bangkok Rules. *Trauma Violence Abuse* 2023; 24: 515–29.
23. UN. Optional protocol to the convention against torture and other cruel, inhuman and degrading treatment or punishment. Dec 18, 2002. <https://www.ohchr.org/en/instruments-mechanisms/instruments/optional-protocol-convention-against-torture-and-other-cruel> (accessed Sept 22, 2025).
24. Van Hout MC, Fleißner S, Stöver H. Women's right to health in detention: United Nations Committee observations since the adoption of the United Nations rules for the treatment of women prisoners and non-custodial measures for women offenders ('Bangkok Rules'). *J Hum Rights Pract* 2023; 15: 138–55.
25. Brawley V, Kurnat-Thoma E. Use of shackles on incarcerated pregnant women. *J Obstet Gynecol Neonatal Nurs* 2024; 53: 79–91.
26. Van Hout MC, Mhlanga-Gunda R. Contemporary women prisoners health experiences, unique prison health care needs and health care outcomes in sub Saharan Africa: a scoping review of extant literature. *BMC Int Health Hum Rights* 2018; 18: 31.
27. Van Hout MC, Frey B, Matonich J, et al. Global reform and diverse approaches regarding the care of pregnant and breastfeeding women in contact with the criminal legal system. *Lancet Obstet Gynaecol Womens Health* 2025; 1: e314–19.
28. Knittel A, Sufirin C. Maternal health equity and justice for pregnant women who experience incarceration. *JAMA Netw Open* 2020; 3: e2013096.
29. Usigbe J, Macey E, Klemme P, Williams M, Turman JE Jr. Applying a maternal standards of care audit tool and quality improvement process to improve healthcare for pregnant women in prison. *Int J Offender Ther Comp Criminol* 2023; 69: 2050–66.

ESSENTIAL STANDARDS FOR PERINATAL CARE OF WOMEN AND CHILDREN LIVING IN PRISON

Authors:



Marie Claire Van Hout

Professor Marie Claire Van Hout is Vice President for Research, Innovation and Impact at the South East Technological University in Ireland. She has been research active for over 20 years in the field of law, health inequalities and human rights of prison populations and has published over 320 peer reviewed journal articles. She consults regularly as independent evaluation consultant or substantive expert for the United Nations Office on Drugs and Crime, Council of Europe Pompidou Group, and World Health Organization in Europe, the Middle East and Africa.



Ivan Calder

Ivan Calder is the Chief Executive Officer for Health through Walls, Managing Director at Virtu Medical and the Chair of the ICPA Health Care Network Group. He has a nursing degree, master's in addiction psychiatry, master's in business administration, and amongst other roles, has served as a Corrections Officer for the United Nations, Program Director, Prison Governor, and Assistant Commissioner for justice administration in Australia, and Head of Healthcare for the National Health Services across 20 prison locations in the United Kingdom. Ivan has direct experience in healthcare and management within prison environments and multi-jurisdictional correctional administration capabilities. Central themes running through his career include a commitment to public service, the pursuit of continuous improvement, and a love of working in partnership with stakeholders to achieve the best outcomes for vulnerable populations.



Reda Madroumi

Reda Madroumi is a PhD candidate in Health Psychology at Liverpool John Moores University, with a research focus on social support and self-management in Type 2 Diabetes across the UK and Morocco. His work uses qualitative and mixed-methods approaches to examine how informational, emotional, tangible, and appraisal support are understood and enacted within different cultural and healthcare contexts. As part of his work in academia, Reda has also contributed to multiple e-Delphi studies with international experts and stakeholders, supporting consensus development on complex health and social care topics. Alongside his PhD, he has worked on public health projects addressing health inequalities, migrant health access, and antimicrobial resistance, with experience spanning community-based recruitment, qualitative interviewing and analysis, co-production, and knowledge translation for academic and applied audiences.



Julie Matonich

Julie Matonich is a trial attorney and co-founder of Children of Incarcerated Caregivers (CIC). Prior to focusing on civil litigation, representing children and pregnant women harmed by inadequate medical care, Julie worked as a criminal defense attorney for over a decade, representing clients, many of whom were parents of young children, in state and federal courts. She serves as CIC's Board President and is the co-director of CIC's Prison Nursery Project, which engages in reporting and advocacy and hosts a global network of nonprofit organizations to address issues related to children living in prisons with their incarcerated parents throughout the world. In 2024-2025, she was a co-instructor of the Parental Incarceration and Children's Human Rights seminar at the University of Minnesota.

ESSENTIAL STANDARDS FOR PERINATAL CARE OF WOMEN AND CHILDREN LIVING IN PRISON

Authors:



Barbara Frey

Barbara A. Frey, J.D., is an international human rights scholar, teacher, and activist. Frey directed the Human Rights Program at the University of Minnesota from 2001-22. Frey has published and lectured on many human rights topics, including children in contact with the criminal legal system, gun violence and human rights, disappearances and impunity in Mexico, women's human rights, and methods of human rights advocacy. She co-founded Minnesota Advocates for Human Rights and served as its Executive Director from 1985 until 1997 and has been instrumental in founding many other human rights organizations. These include the Center for Victims of Torture, Children of Incarcerated Caregivers, Juvenile Justice Advocates, the Midwest Coalition of Human Rights and the Observatory on Disappearances and Impunity in Mexico. In recognition of her impact on the field, the Frey Fellowship is awarded annually to support an exceptional University of Minnesota graduate pursuing a career in international human rights.



Alexa Johnson-Gomez

Alexa Johnson-Gomez is a 2024 graduate of the University of Minnesota Law School and served as the graduating class Robina Fellow while working at Children of Incarcerated Caregivers. Her experience is in criminal justice reform, the death penalty, and prison nurseries. She is a licensed attorney in Minnesota.

A man with curly hair and a beard, wearing a grey button-down shirt, and a woman with brown hair, wearing a blue denim shirt and a dark apron, are looking at a document together. They appear to be in a kitchen or food service area, with shelves of jars visible in the background. The man is holding a pen and pointing at the document, while the woman looks on attentively.

BECOME AN AUTHOR!

ICPA ENCOURAGES CONTRIBUTIONS TO
BEYOND THE WALL ISSUE #12

***STAFF AND
ORGANIZATIONAL CULTURE***

ICPA MEMBERSHIP PRODUCTS AND SERVICES

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



The ICPA Online Academy provides opportunities for learning through a programme of webinars and interactive exchange sessions



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.



ICPA
2026

25–30 OCT
BELFAST, NI

ANNUAL
CONFERENCE

THEME

*Partnerships in a Modern Corrections
Landscape: Responding to Increasing
Growth and Complexity.*

DOES ALL PARENT–CHILD CONTACT MAKE THE DIFFERENCE WE EXPECT?

Parent–child bonding initiatives in custodial settings are widely regarded as important across jurisdictions worldwide. Prisons, NGOs, and public authorities invest significant resources in projects intended to maintain or strengthen relationships between incarcerated parents and their children, and such initiatives are routinely cited as components of rehabilitation and reintegration. Yet broad agreement on importance does not translate into clarity about success. How do we know when these initiatives are actually making a difference?

This question is not abstract. It arises whenever resources are limited, when projects compete for space within prison regimes, and when decisions must be made about whether to continue, adapt, or discontinue an intervention. It also arises because parent–child bonding work in custody operates at the intersection of three domains that rarely align: international legal obligations, institutional realities, and lived family experience.

Much of the debate in prison family work still centres on whether contact matters. This article starts from a different premise: contact does matter. The more difficult question is which forms of contact can realistically be funded, facilitated, and sustained. Decisions about difference are therefore not only legal or ethical, but also economic and institutional. They determine which forms of parent–child contact are supported consistently, and which are quietly ruled out as too costly, too complex, or too difficult to justify.

CONTACT AS A STANDARD, NOT A FAVOUR

Any discussion of difference must begin with the international legal framework governing parent–child contact during imprisonment. Article 9 of the UN Convention on the Rights of the Child establishes children’s right to maintain personal relations and direct contact with both parents. The Nelson Mandela Rules reinforce this principle by framing family contact as part of humane detention rather than a discretionary privilege. The Bangkok Rules further emphasise the child-centred dimension of contact, particularly where caregiving relationships are disrupted.

Taken together, these instruments shift how success must be understood. Parent–child projects do not operate in a charitable space. They are partial mechanisms through which states attempt to realise children’s rights under restrictive conditions. The relevant evaluative question is therefore not whether initiatives are well-intended, but whether they are sufficient, accessible, and responsibly delivered, and what trade-offs are made in order to achieve this.

From a psychological perspective, the importance of parent–child contact does not lie in contact itself, but in the quality of the relational experience it enables. Children benefit from interactions that support emotional safety, predictability, and the regulation of difficult feelings.

Tanja Sieme holds a degree in business economics and works as Group International Marketing Manager at Telio Group, where she leads communication activities and supports the company’s engagement within the corrections sector.



As a Member of the Board of Trustees at Connecting Hearts, she is personally committed to supporting children with incarcerated parents by working on practical initiatives in prisons that strengthen parent–child contact and by raising awareness raising awareness of this topic.

Contact that is poorly prepared, emotionally constrained, or insufficiently supported can activate distress without providing the containment needed to process it.

PERSPECTIVE ONE: JURISDICTIONS AND PRISON ADMINISTRATIONS

From the perspective of jurisdictions, prison administrations carry responsibility for safety, predictability, and equal treatment. Family-oriented initiatives are therefore assessed not only by their intentions, but by how they play out in everyday institutional functioning. Projects tend to be experienced as successful when they can be delivered reliably, without repeated disruption to regimes or excessive reliance on individual staff flexibility. Calm behaviour among participants, fewer tensions around visits, and reduced conflict before or after contact are often cited as indicators that an initiative works.

At the same time, an internal tension runs through this perspective. Some initiatives produce calm by keeping interaction superficial or emotionally constrained. Others deliberately allow emotion, movement, and spontaneity. These formats may feel destabilising at first, but can support healthier relationships over time.

Projects like Let’s Get Loud—a programme in the Netherlands in which incarcerated fathers and their children meet once a week over several weeks to work together on a shared dance performance—make this tension visible in very concrete ways. Bringing children into a prison regularly requires staff availability, clear routing, and appropriate space. It also requires shared agreement about what is allowed when emotions surface. When these conditions are missing, the project does not become slightly less effective. It becomes unworkable.

DOES ALL PARENT–CHILD CONTACT MAKE THE DIFFERENCE WE EXPECT?

A project that a prison can safely host may still leave children unsettled once they return home, without support to process what the contact has stirred. A project makes a difference only when it works for the prison, supports children beyond the visit, and can be sustained without shifting hidden costs onto families, staff, or volunteers.

Looking beyond immediate delivery conditions, the contribution of NGO partnerships can also be understood through longer institutional pathways that unfold over time. When parent–child contact is better supported, prisons often experience calmer environments, fewer behavioural incidents, and more predictable regimes. Over time, these conditions can reduce cumulative stress on officers. They can support psychological well-being and lessen reliance on injury-on-duty leave related to mental health. Jurisdictions increasingly recognise that staff well-being is not only a human resource concern but an operational one. Reduced absenteeism, lower overtime expenditure, and decreased dependence on external mental health supports all contribute to more stable and economically sustainable correctional systems. In this way, investments in family-oriented programmes can generate correctional outputs that translate into longer-term institutional outcomes and fiscal benefits.

PERSPECTIVE TWO: FAMILIES AND AFFECTED CHILDREN

For children and caregivers, success is experienced relationally rather than institutionally. What matters most is whether contact feels genuine, whether the parent is emotionally present, and whether interaction reduces or intensifies insecurity.

Research shows that contact with an incarcerated parent can be both supportive and distressing. Success does not mean that visits are emotionally easy. It means that difficult feelings are expected, taken seriously, and responded to by the adults around the child.

Practice-based observations from Let's Get Loud illustrate this. One adolescent arrived angry and disengaged. During an early session, she cried in her father's arms. Over time, laughter returned, teasing emerged, and trust became visible.

These changes are subtle, but they often mark the difference between contact that freezes relationships and contact that allows them to move again.

The impact of meaningful parent–child contact can extend beyond the immediate relationship and into wider life trajectories. Research in education policy consistently links a stable sense of belonging and sustained connection with stronger engagement in school. While prison-based initiatives cannot determine outcomes on their own, they can strengthen protective factors that help children remain connected to education, develop

emotional regulation, and envision futures not defined by incarceration.

Viewed in this light, parent–child bonding work contributes not only to individual well-being but to broader social outcomes, including the potential to disrupt intergenerational cycles of exclusion and criminal justice contact.

PERSPECTIVE THREE: NGOS, FUNDING, AND STRUCTURAL RESPONSIBILITY

For NGOs working in prison family contexts, recognising difference is inseparable from questions of responsibility. NGOs rarely control prison regimes, legal frameworks, or funding priorities. Yet they are often the actors expected to make contact work within these constraints.

This places NGOs in a structurally ambivalent position. They translate between what prisons can accommodate, what children require, and what funders are prepared to support. Success, from this perspective, is not only about delivery, but about how much strain an organisation can absorb without collapsing the intervention itself.

Funding conversations often crystallise this tension. “Only so few children?” is a familiar question. Projects that respond to what prisons structurally lack, including time, space, continuity, and emotional containment, are costly and do not scale linearly. Yet these are often the conditions required for contact to be psychologically meaningful.

Let's Get Loud does not reach few children because it is inefficient. It reaches few children because it internalises costs the prison system cannot absorb: coordination, preparation, facilitation, and attention to what happens after the visit ends. Increasing numbers without increasing these conditions would not extend impact. It would alter the intervention itself.

For NGOs, success is increasingly shaped by the degree of openness jurisdictions can cultivate toward partnership. Even well-designed programmes place demands on prisons already operating under significant resource constraints, including pressures on staffing, security coordination, and space. NGOs are therefore often required to demonstrate value in environments where capacity is limited and tolerance for perceived disruption is low. Where administrations recognise relational work as part of good corrections rather than a discretionary addition, partnerships are more likely to align with institutional priorities and be sustained over time. Conversely, where openness is constrained, NGOs may struggle to gain traction despite clear relational benefits, limiting innovation precisely in systems facing the greatest strain.

DOES ALL PARENT–CHILD CONTACT MAKE THE DIFFERENCE WE EXPECT?

Responding to these constraints requires work beyond the correctional system, alongside deliberate engagement with operational and cultural levers inside it. While delivery takes place inside prisons, many benefits generated by parent–child bonding initiatives accrue to systems beyond corrections, including education, health, and social services. Internally, success depends on aligning with regime, staffing, and space realities. It depends on supporting officers rather than adding to their burden, and on building shared ownership with operational leadership. By framing their work as a contribution to shared societal outcomes, and by translating that societal value into correctional relevance, NGOs are more likely to move from discretionary access to sustainable integration within prison practice.

CONCLUSION: WHEN MAKING A DIFFERENCE IS DECIDED

One implication is often overlooked in discussions about scale and efficiency: well-designed forms of parent–child contact can generate effects beyond their immediate participants.

In *Let's Get Loud*, while fathers and children rehearsed together over several weeks, the children's mothers, who accompanied them, shared the waiting space. Over time, this became an informal but meaningful space for exchange. Experiences were compared, frustrations articulated, and strategies shared. None of this was planned or funded, yet it became a rare space of mutual support.

Beyond these visible side effects, practice-based observations suggest a further dimension of impact. *Let's Get Loud* does not rely primarily on conversation or insight, but on shared regulation. Movement, rhythm, repetition, and physical proximity allow fathers and children to co-regulate emotion without having to articulate it. Frustration, awkwardness, and failure are encountered in small, manageable doses and worked through together.

Such effects complicate narrow notions of impact. Some forms of prison family work do not only support individual relationships. They create fragile social and emotional infrastructure around imprisonment. These effects depend on time, continuity, and space, and they tend to disappear when formats are streamlined for scale. Making a difference, then, is not about choosing the right programme. It is about recognising what different forms of contact make possible, and deciding whether systems are willing to protect those possibilities over time. Funding plays a decisive role in this process.

It determines which forms of contact are considered viable, which kinds of work are recognised, and which effects are expected to count as impact. When funding prioritises scale, predictability, or short-term outputs, relationally demanding forms of contact and their secondary effects are easily designed out.

In this sense, funding decisions do not merely support prison family work; they actively shape the boundaries of what parent–child contact is allowed to become.

REFERENCES

- United Nations Convention on the Rights of the Child (1989), Article 9.
- United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules).
- United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the Bangkok Rules).
- OECD (2003). *Student Engagement at School: A Sense of Belonging and Participation*. OECD Publishing.
- UNESCO Global Education Monitoring Reports on youth and student engagement.

FURTHER READING

- Schultz, W. J., & Ricciardelli, R. (2024/25). Correctional officers and the ongoing health implications of prison work. *Health & Justice*.
- Flumo, R., et al. (2024). Improving the mental health and well-being of correctional officers. *Journal of Police and Criminal Psychology*.
- Herreros-Fraile, A., et al. (2023). Parental incarceration, development, and well-being: A developmental systematic review. *IJERPH*.
- Luk, M. S. K., et al. (2023). Physical and psychosocial impacts of parental incarceration on children and adolescents. *Adolescent Research Review*.
- Morgan, J., & Leeson, C. (2019). School experiences of children of prisoners. In *The Palgrave Handbook of Prison and the Family*.
- Arteaga, C. (2023). Parental incarceration and children's educational attainment. *Review of Economics and Statistics*.



WHAT CAN TELIO DO FOR YOU?

We can be your partner in building stronger communities through good corrections.

The evolving correction landscape requires a partner with vision and compassion who considers the needs of everyone involved.

This is precisely why Telio is committed to partnering with you to create modern socially responsible solutions.

**EMPOWERING THE FUTURE OF
SUCCESSFUL REHABILITATION.**

WWW.TEL.IO

ANNUAL CONFERENCE 2025



Istanbul became the epicenter of corrections reform this year as 700+ professionals from 91 countries converged for the International Corrections & Prisons Association's annual conference. The numbers tell one story - 150+ presentations, dozens of workshops, representation from every corner of the globe, but the real narrative unfolded in the conversations, connections, and collective momentum toward a system built on dignity rather than despair.

Under the theme "Wellbeing in Corrections: Initiatives for Staff, Systems and Communities," this year's gathering tackled what many in the field have long known but rarely prioritized: you cannot rehabilitate those in custody without first caring for those who work the halls, manage the caseloads, and carry the weight of trauma home each night.

Host nation Türkiye showcased its comprehensive penal transformation—closing outdated facilities, building modern institutions, and integrating vocational workshops that serve thousands of inmates annually.

Electronic monitoring, digital supervision, and video visitation systems are expanding transparency. Gender-sensitive programs and juvenile diversion initiatives reflect a system designing for humanity, not just compliance. Director General of the General Directorate of Prisons and Detention Houses opened the conference with a clear mandate: rehabilitation and dignity are not competing priorities, they are interdependent.

The conference showcased a remarkable breadth of themes that reflected the evolving landscape of modern corrections. Discussions ranged from trauma-informed and trauma-responsive care models to innovative green prison design and sustainable architecture. Delegates explored the intersection of mental health support and correctional practice, examining how evidence-based interventions can transform both inmate and staff experiences. Sessions on technology integration highlighted AI-driven case management, digital monitoring systems, and data analytics for risk assessment. Vocational training programs, community-based corrections models, and restorative justice practices were examined as pathways to meaningful reintegration. Gender-responsive programming, juvenile diversion initiatives, and special considerations for vulnerable populations underscored the conference's commitment to inclusive, human-centered approaches. Throughout it all, the theme of staff retention, leadership development, and organizational wellness emerged as critical pillars supporting sustainable reform—a recognition that transforming corrections requires caring for those who serve on the front lines.

ICPA 2025 reinforced that wellbeing is not optional - it is foundational. The future of corrections will be written by people committed to systems that heal rather than harm, that support rather than extract, and that recognize dignity as non-negotiable.



ICPA ANNOUNCES 2025 AWARD WINNERS: CELEBRATING EXCELLENCE IN CORRECTIONS WORLDWIDE

The International Corrections and Prisons Association (ICPA) is proud to announce the recipients of its 2025 awards, honoring outstanding contributions to advancing professional, humane, and evidence-based correctional practices around the globe.

Head of Service Award: Honoring Peter Severin's Legacy

The 2025 ICPA Head of Service Award is presented posthumously to **Mr. Peter Severin**, former Commissioner for Correctional Services in New South Wales, Australia. This award recognizes heads of service who have made outstanding contributions to advancing professional and humane prison and corrections in their country. Peter Severin's exceptional dedication to correctional services left an indelible mark on both Australia and the international corrections community. His leadership, vision, and commitment to humane correctional practices continue to inspire professionals worldwide. Luke Grant accepted the award on behalf of Peter Severin.

Staff Welfare Award: Championing Correctional Staff Well-being

The **National Trade Union of Prison Police (Sindicatul Național al Personalului din Penitenciare), Romania** receives the Staff Welfare Award for their project "**Advancing Staff Well-being in Correctional Services.**" Vice-President Adrian Neagoe accepted the honor. SNPP's groundbreaking work has driven standardized HR policies, improved training programs, and established the first nationally recognized framework for job strain in the correctional field—setting a precedent for Eastern Europe. Their advocacy has led 85% of Romanian prisons to adopt fair shift systems that prevent staff exhaustion, supporting both staff well-being and operational effectiveness across the sector.

Correctional Healthcare Award: Kosovo's Comprehensive Care Model

The **Kosovo Correctional Service** is honored with the Correctional Healthcare Award for their "**Comprehensive Care and Rehabilitation**" initiative. Director General Ismail Dibrani accepted the award. Through reformative, evidence-based rehabilitation programs developed in cooperation with national and international partners, KCS has achieved a remarkable reduction in recidivism to just 12%. Their transformative initiatives include tailored rehabilitation programs for persons in custody and the establishment of a specialized healthcare institution within the Dubrava Correctional Centre, demonstrating the effectiveness of a rehabilitative, health-centered correctional model.

Outstanding Contribution to the Association Award: Northern Ireland's Innovative Approach

The **Northern Ireland Prison Service** receives recognition for **Hydebank Wood Secure College**, which exemplifies humane and rehabilitative practices for young people in custody. Director General Beverly Wall, Director of Prisons David Kennedy, and Director of Corporate Services Brendan Giffen accepted the award. With over 90% daily participation in academic, vocational, and life skills programs, Hydebank Wood places education, personal development, and community engagement at its core. The facility's trauma-informed, person-centered approach promotes individual potential, safety, and purposeful activity, setting a new standard for youth corrections.



ICPA ANNOUNCES 2025 AWARD WINNERS: CELEBRATING EXCELLENCE IN CORRECTIONS WORLDWIDE

Research Award: Finland's Groundbreaking Health Study

The **Prison and Probation Service, Finnish Institute for Health and Welfare, and Health Care Services for Prisoners, Finland** jointly receive the **Research Award for the "Finnish Prison Population Study - Health and Wellbeing of Prisoners (WattulIV)." Research Manager Mika Rautanen** accepted on behalf of the collaborative team. This comprehensive health examination of Finland's prison population revealed extensive information about the health and well-being of persons in custody while highlighting opportunities for improved care continuity. The findings have already been utilized in national reforms in healthcare, rehabilitation, and prison management, establishing WattulIV as a baseline for evidence-based correctional healthcare in Finland.

Reducing Reoffending Award: Singapore's Gender-Responsive Success

The **Singapore Prison Service** is honored for their **"Women's Programming for Reducing Re-offending."** Deputy Commissioner of Prisons (Policy and Transformation) **Rockey Francisco Junior** accepted the award. Through a holistic, gender-responsive approach addressing both immediate rehabilitation needs and long-term reintegration challenges, SPS has reduced women's 2-year recidivism from 19.1% in 2018 to 13.0% in 2022. During the same period, the population of women in custody decreased from 1,310 to 973. Supported by a strong network of community partnerships and peer mentors, this program demonstrates the powerful impact of evidence-based rehabilitation.

Outstanding Correctional Service Employee Award: Celebrating Dedicated Service

The Correctional Service of Canada's Sherri Rousell, District Director for Central Ontario District, receives the Outstanding Correctional Service Employee Award for her exemplary professionalism and dedication. With more than 25 years of service spanning frontline roles to senior leadership within the Central Ontario District of the Ontario and Nunavut Region, Ms. Rousell has demonstrated exceptional leadership grounded in experience, empathy, and respect for the mission of the Correctional Service of Canada. Her deep understanding of the communities she serves has made a lasting impact on public safety and correctional excellence.

ICPA President's Award: Honoring Healthcare Leadership

The ICPA President's Award—a unique honor recognizing outstanding contribution to corrections and criminal justice—is presented to **Dr. John P. May, MD,** founder and leader of **Health through Walls, USA.** This award recognizes Dr. May's exceptional contribution to healthcare in corrections. Under his stewardship, Health through Walls has delivered direct patient care, training, medical resources, and sustainable system-level support across prisons in Haiti, the Dominican Republic, Jamaica, Malawi, the Central African Republic, and Mozambique. This honor celebrates his decades of service advancing prison health, building local capacity, and bringing compassionate, evidence-based care to some of the world's most underserved custodial settings.

The 2025 ICPA awards celebrate the dedication, innovation, and humanity demonstrated by correctional professionals and organizations worldwide. These award recipients exemplify the values of the ICPA and inspire continued excellence in advancing professional and humane corrections globally.



ICPA

Annual Conference 2025

**Wellbeing in Corrections: Initiatives
for Staff, Systems and Communities**

October 26-31, 2025, Istanbul, Türkiye

PRESENTATIONS ARE NOW AVAILABLE!

[VISIT OUR RESOURCES CENTRE](#)



MANAGEMENT SOFTWARE
STAND-ALONE SENTENCE CALCULATION
OFFENDER MANAGEMENT
POWERED BY INDUSTRY SECURE AI



**THE INDUSTRY STANDARD
FOR IMPLEMENTATION:**
100% Success Rate,
Delivered at Record Speed.

**EUROPEAN HUB NOW OPEN:
BRUSSELS, BELGIUM**

VISIT OUR BOOTH IN
THE EXHIBITION AREA.

MI-CASE.COM



ICPA
International Corrections
& Prisons Association

ARE YOU A CORRECTIONS PROFESSIONAL?

BE PART OF THE GLOBAL CORRECTIONS COMMUNITY

If you work in prisons, corrections or come from a background in criminal justice you will find that ICPA is the Association for you. Globally our members comprise individuals and organisations each contributing their knowledge and expertise as part of our unique professional network.

ABOUT ICPA

ICPA is an innovative, learning platform which enhances international and inter-agency co-operation. We actively promote policies and standards for humane and effective correctional policies and practices, assisting in their development and implementation. We believe that imprisonment is a last resort and support the development of alternative sanctions and community corrections. We believe in integrity and professionalism, the sharing of ideas and partnerships. We believe in the capacity for positive change in individuals, their dignity and the duty to protect their rights.



Get
Recognised



Network
with other
professionals



Contribute your
ideas and learn
from others



Attend
conferences,
workshop and events



Access
presentations
and materials



Display
your skills and
expertise



Seek
opportunities



Support the platform
for advancing
corrections



Join today www.icpa.org
email: contacticpa@icpa.org

Support our Association and be part of the Global Corrections Community

Your contribution is vital to help us achieve our mission of advancing professional corrections

And here's just a few of our membership benefits...

- Agency Membership Certificate
- Access to Online Materials
- Search and Network with other Members of the Community with our CONNECT Service
- Join our Networks
- Special Staff Memberships for Public Sector Agencies
- Take part in ICPA Activities
- Voting Rights at ICPA Annual General Meeting
- Complimentary or Discounted Event Registrations
- Highlighting in our Community Directory
- Exhibition Space for Corporate Members
- Advertisement and Recognition in ICPA Materials
- Special Rates and Offers from Partner Agencies
- Access Advancing Corrections Journal and Beyond the Wall Newsletter
- Receive our e-Bulletins and Updates
- Access our Video-on-Demand Service "Rewind"
- Access to our Present Live Webinar service
- Access to the ICPA Achieve Online Learning Academy

WHO CAN JOIN?

INDIVIDUALS

- Correctional Staff and Practitioners
- Senior Management and Heads of Service
- Freelance Consultants
- Business Entrepreneurs
- Academics / Researchers

PUBLIC SECTOR AGENCIES

- National and State Prison Agencies
- Academic Institutes

CORPORATE SECTOR ORGANISATIONS

- Private Sector Companies
- NGO / Non-Profit Organisations Third Sector / Voluntary Organisations

Membership Plans Available for Agencies and Individuals. For more information visit our website or contact us. Try ICPA Basic Membership today for free!

CURRENT MEMBERS

PUBLIC SECTOR MEMBERS

EMERALD

- ACT Corrective Services
- Corrections Victoria
- Corrective Services New South Wales
- Department for Correctional Services South Australia
- Department of Correctional Services, South Africa
- Department of Corrective Services Western Australia
- DGAPR, Morocco (Délégation Générale à l'Administration Pénitentiaire et à la Réinsertion du Royaume du Maroc)
- Directorate of Norwegian Correctional Services
- Dutch Custodial Institutions Agency
- HM Prison and Probation Service (HMPPS)
- Hong Kong Correctional Services Department
- Justice Health and Forensic Mental Health Network
- Malaysian Prisons Department
- Northern Territory Department of Correctional Services
- Queensland Corrective Services
- Rwanda Correctional Service
- State Department for Correctional Services Kenya
- Tasmania Prison Service
- Uganda Prisons Service

RUBY

- Abu Dhabi Judicial Department - Rehabilitation & Correctional Centers
- Department of Corrections, New Zealand
- General Directorate of Prisons and Detention Houses, Türkiye
- Northern Ireland Prison Service
- Singapore Prison Service

SAPPHIRE

- Agentschap Justitie en Handhaving (Agency for Justice and Enforcement), Belgium
- Austrian Prison Service
- BC Corrections - Ministry of Public Safety & Solicitor General, British Columbia
- Belgian Federal Service - CDRGA
- Bermuda Department of Corrections
- Correctional Service Canada
- Cyprus Prisons Department
- Danish Prison and Probation Service
- Department of Corrections, Thailand
- Federal Prison Service Argentina
- General Directorate Execution of Sentences - Bulgaria
- Irish Prison Service
- Korea Correctional Service
- Kosovo Correctional Service
- Mauritius Prisons Service
- Namibian Correctional Service
- National Administration of Penitentiaries, Romania
- New Jersey Department of Corrections
- Ohio Department of Rehabilitation and Correction
- Prison and Probation Administration Iceland
- Prison and Probation Service of Finland
- Swedish Prison and Probation Service
- US Department of State (INL-CIV)
- Zimbabwe Prison and Correctional Services

CORPORATE SECTOR MEMBERS

PLATINUM



Mi-Case



Telio Group



Steinbach & Vollmann
GmbH (STUV)



ViaPath Technologies



Virtu Medical

GOLD



Community Health and Wellbeing



Honeywell



Multi-Health Systems Inc.



Optimization



Serco



PAPILON SAVUNMA



Unilink Software

SILVER

Allied Universal

B&B LOCKS by

CoreCivic

DLR Group

Eribel NV

Garrett Electronics Inc

IPS Innovative Prison Systems

ODSecurity

SOPRA STERIA

Syscon Justice Systems

The GEO Group Inc.

BRONZE

CGL Companies

Ventia

TOPAZ

Alvis

International Association for Correctional and Forensic
Psychology (IACFP)

Safer Foundation (USA)

The Prem Rawat Foundation

OPAL

Aproximar, Cooperativa de Solidariedade Social

Correctional Leaders Association (CLA)

Estonian Academy of Security Sciences

Probation and Community Corrections Officers' Association (PACCOA)

The National Trade Union of Prisons Policemen (SNPP), Romania

University of Justice, Poland

ICPA HONORARY LIFETIME MEMBERS

Uju Agomoh
Steve Carter
Bob Goble
Jim Gondles
Hans Meurisse
Ole Ingstrup
Chin Chua

Kat Ofra Klinger
Frank Porporino
Haim Szmulewitz
Peter Van der Sande
Reginald Wilkinson

PROFESSIONAL MEMBERS

Mrs Muna Alkulaibi
Dr Kamal Alnazzawi
Miss Muna Al-Saadi
Mrs Ahmed Alshamrani
Dr. Veronica Amey-Perrin
Mr Michael Bell
Ms. Leann Bertsch
Miss Sonia Bom
Mr. Robert Boraks
Ms Jennifer Brown
Mr Ivan Calder
Mrs. Michelle Carpentier
Mr Dan Chafe
Mr. Daryl Churney
Dr Stephanie Covington
Mr Doug Dretke
Ms Teri DuTemple
Dr Deanna Dwenger
James Flanagan
Mr Ron Forte
Dr Holly Foster
Dr Alfred Garcia
Mr Frank Greene FAIA OAA
Jesus Hector Grijalva Tapia
Dr. Melissa Hamilton
Kelly Hartle
Mr Tony Hassall
Mr Andrew Hundley
Mark Inch
Mr Bryan Jakovcic
Ms Christin M. Johnson
Douglas Keillor
Mr Terry Kelly
Mr. Dieudonné Koyenga

Hugh Lester
Dr. Brian Lovins
Ms. Belinda Macdonald
Mrs Phaello Malataliana
Dr John May
Dr Sinead Meade
Ms Dominique Moran
Ms. Andie Moss
Miss Jordine Rose Ocon
Dr Kaveh Ofogh
Mrs Kanayo OLISA-METUH
Sandra Osteen
Professor Devon Polaschek
Mr Chris Pollard
Mr Christopher Poulos
Professor Vijay Raghavan
Mrs Mboahangy
Fanambinana Rakotoarisoa
Jim Randolph
Dave Redemske
Mr Mike Reynolds ACM.
Mrs Jessica Roquemore
Mr Mbaye SARR
Mr Ernest Schall
Ms. Staci Shaffer
Dr Justin Sterett
Dr Marc Stern
Dr Heather Sullivan
Christina Sutcliffe
Ms. Ilina Taneva
Professor Faye Taxman
Ms Sujata Tiwari
Ms. Cherie Townsend
Mr Bruce Tripp

Dr Emily Troshynski
Dr Pamela Valera
Mr Steven Van De Steene
Mr Lenard Vare
Mr Stephen Walker
Ms. Josefin Wikström
Mr Cody Wilde
Ms. Diane Williams
Dr Kevin Wright
Mr. Sedjro Jiles Yekpe
Mr Kelly Young