The Confederation of European Probation (CEP) was established in 1981 as a network of probation organisations to share knowledge, exchange expertise and support developments in the field of community sanctions in Europe. CEP has grown and developed over the last 36 years and is now the established European organisation for probation. It is the voice and leader for probation in Europe working with the key European institutions, national authorities, members and partner bodies to promote the rehabilitation and social inclusion of offenders through sanctions and measures implemented in the community. As an European professional network organisation for the probation sector, CEP plays a pivotal role in the development of probation in Europe.

CEP champions respect for human rights, compliance with ethical standards in all probation practice and actions and fairness for all in criminal justice. All CEP actions and plans will respect and comply with these standards and objectives.

CEP believes that a society built on the principles of social inclusion provides communities the best protection from the harm and distress caused by crime. Committed to unite organisations, academia and individual persons all over Europe sharing these same principles, CEP aims to enhance the professionalisation of the probation sector and to raise the profile and implementation of probation and community sanctions at national and European levels.

To achieve this, CEP hosts conferences, seminars, workshops, expert meetings and publishes media content to support and develop practice and use of community sanctions. All its activities are targeted, directly or indirectly, towards the exchange of knowledge, contributing to the improvement of professional skills of legal practitioners in probation, and towards the cooperation among and between public and private authorities and associations in the field of rehabilitation of offenders in the community.
4 Strategic Objectives 2018-2021

that set the mission, vision and aims of CEP for 2018-2021 and show its priorities

1. To unite the probation sector in Europe, building and maintaining networks in probation and criminal justice

Over the years, CEP steadily expanded its network, which now includes not only organisations and persons providing probation, but also bodies and experts that support the development of probation, such as universities, training centers, research networks, researchers, policy-makers and expert individuals. In addition, CEP liaises and co-operates with European institutions that are active in developing policy in the field of probation, such as the European Union and the Council of Europe. Moreover, through collaboration with other network organisations as EuroPris, the EFRJ, the European Forum for Urban Security, Academy of European Law, International Centre for Counter-terrorism, ERA and other partners, the impact of the work of CEP engages a wide audience of shared interests in the criminal justice sector in Europe and more widely that needs to be maintained and expanded.

2. To continue professionalisation of probation in Europe

Promoting professional exchange and enhancing the development of probation practice at a European level was one of the prime reasons in establishing CEP at the beginning of the 1980’s. Ever since, the growing importance of probation measures and community sanctions in criminal justice systems and the rapid changes in societies in Europe have led to an ever growing need for knowledge exchange, for debate on issues, for learning from international benchmarks and for the sharing of experience, data and information among members to improve practice and find developing solutions for current problems.

3. To raise the profile of probation at a national and European level

For decades, ‘safety’ is a topic that is high on the political agenda all over Europe. When it comes to the reaction to the actions perpetrated by offenders, an increasing percentage of the population in most European countries favor firm and severe action. Probation is often seen as a result of lenient sentencing and as too soft to be effective. Surveys from different European countries show that people, including opinion- and decision makers, are generally not enough well informed about what probation work entails. Therefore an important part of the external relations of probation services anywhere in Europe is to promote probation in their own country as an effective method of punishment, a humane way of dealing with offenders and a cost effective alternative for prison. CEP has always supported its member organisations in these efforts wherever possible.

4. To strengthen the internal governance, managerial and executing structure of CEP

For supporting and making all the actions included in this plan possible, CEP needs to look after its own organisation, effectiveness and viability.
Specific objectives and main actions in 2018 - 2021
1. To unite the probation sector in Europe, building and maintaining networks in probation and criminal justice

1.1. To play an active role within the Criminal Justice Platform Europe (CJPE): CEP will meet this objective working closely with other European professional criminal justice network organisations. With three of these organisations, EuroPris (representing the European prison sector) and the European Forum for Restorative Justice (representing the Restorative Justice sector), CEP established the Criminal Justice Platform Europe, in October 2011 as a framework in which they could regularly meet to align and co-ordinate policy, identify opportunities for cooperation and exchange best practices.

Therefore, CEP will promote co-operation and coordination in criminal justice with Criminal Justice Platform partners through expert workshops, networking and engagement with European institutions.

1.2. To maintain CEP and EuroPris Affiliation agreement: CEP and EuroPris have a long established affiliation agreement providing mutual support and co-operation. CEP and EuroPris, as part of the agreement, organise at least one joint event per year.

1.3. To promote international links and networks: CEP has in place a series of agreements and memoranda of understanding with probation and community sanctions bodies in jurisdictions outside the membership of CEP and across the world.

Through affiliation agreements and memoranda of understanding CEP will continue to develop links with international bodies and agencies with shared interests and objectives outside its membership to promote knowledge, shared objectives and common interests in the promotion and use of probation measures and community sanctions in criminal justice.

CEP membership is still growing. As in previous years, CEP will concentrate efforts in unifying and strengthening the sector of probation in Europe by visiting new member organisations as well as established members.

CEP will also communicate and engage with the CEP membership and relevant interests through expert publications, visits, meetings, conferences, guidance and support.

1.4. To preserve bursaries: It is an established part of CEP financial planning and members’ support that there is a reserved budget to support members or delegates of organisations active in probation that have insufficient financial means in attending conferences or other CEP events. CEP believes that bursary funding is important in developing the European probation community and supporting knowledge and information exchange.
2. To continue professionalisation of probation in Europe

2.1. To promote alternatives to custody and community sanctions: CEP meets this objective by organizing pan-European, high-quality conferences, seminars, workshops, and expert meetings on these and other related topics in close cooperation with host countries, as well as through expert visits, access to expert networks, and briefing and knowledge and skills exchange and sharing through digital communications, social media, and publications. Throughout these actions CEP also promotes human rights, practice standards, and quality interventions in probation and community sanctions for better outcomes for all people and community safety.

2.2. To promote research, quality assurance, and evaluation: CEP will continue the implementation of the recommendations of the 2016 CEP audit report on engagement with research and the research community. Research, quality assurance, and evaluation are key elements in the development of better practice, better and more effective service provision, and improved outcomes for all stakeholders.

2.3. To launch the prevention of radicalisation and support of disengagement: CEP will meet this objective by maintaining and promoting cooperation with European bodies and international organisations active in counter-terrorism, aligning its programme with the priorities of the European Commission DG-Justice and the Council of Europe, and continuing its participation as a partner in EC projects on radicalisation.

CEP has already attended several European Commission DG-Justice and Council of Europe round table meetings on radicalisation and has contributed to drafting of the “Guidelines for prison and probation services regarding radicalisation and violent extremism” (2015) and the “Handbook for the prison and probation services regarding radicalisation and violent extremism” (2016) of the Council for Penological Co-operation (Council of Europe).

2.4. To promote the principle of mutual trust among EU jurisdictions: CEP has been, from the very beginning, promoting the use of legal instruments for enhancing the mutual trust and cooperation among jurisdictions throughout Europe. In this regard, the enactment of Framework Decisions 947/2008 and FD 829/2008 and their transposition into national legislations are paramount achievements for advancing in this goal but are still severely underutilised. New actions will need to be established and the existing digital information needs to be updated, an annual expert workshop for practitioners and competent authorities, etc. also needs to be organised.

2.5. To participate in European Commission Action Grant Projects: In 2008 CEP identified the European funding programmes as an important opportunity and resource to support cooperation and knowledge exchange between probation organisations in Europe, and to enhance the development of probation practice at a European scale. Currently, CEP is involved in five action grant projects.
3: To raise the profile of probation at a national and European level

3.1. To maintain an active role in the PC-CP (Council of Europe): The Council of Europe has become an important player in criminal justice policy development in Europe. The Penological Council (PC-CP) is the body that prepares the Recommendations of the Council of Europe in the domain of probation measures and community sanctions. CEP has a non-voting observer status at meetings of the PC-CP, that needs to be maintained.

3.2. To keep the relationship with the European Union (EC): In addition to the already mentioned strategy (Strategic objective 2) concerning the promotion of the principle of Mutual Trust among EU jurisdictions, CEP will promote actions in order to inform the European Commission on the latest developments in probation in Europe and to keep active communication with this body.

On the other hand, CEP has an approved Operating Grant Framework Agreement with DG Justice, which provides for annual funding applications between 2018 and 2021. CEP will develop the required actions to maintain and renew this source of founding.

3.3. To improve communication: To meet this objective CEP will improve its website, newsletter and social media. CEP website is the largest repository of information on probation in Europe. However, there is considerable work to be done to improve its structure and accessibility. Regarding the Newsletter, CEP already measures its impact and has to keep using this information to improve content and meet the needs and interests of subscribers. Finally, CEP needs to actively maintain Twitter LinkedIn and Facebook that give CEP new opportunities to engage and interact with those interested in probation and promote its events and activities.

3.4. To stop the publication of EuroVista
Despite this commitment and effort, the flow of submissions and, consequently, the frequency of publication has reduced. The circulation and readership has also been disappointingly limited. The report of the audit of CEP communications recommended that EuroVista be officially retired and that the content should be incorporated into other CEP media. We will continue to publish research publications on the main CEP website. This will result in more readers for the research articles.

3.5. To update Probation in Europe and to include new chapters: Probation in Europe is the most comprehensive survey of probation systems and probation services in Europe today. In order to keep the information on probation systems and probation services in Europe up-to-date, CEP has planned regular updates. CEP has chosen to publish revised versions of Probation in Europe chapters on its website.

3.6. To promote probation on a national level: CEP regularly receives invitations and requests from national probation services, to take part in governmental meetings, speak at conferences or other events in which the importance of probation can be advocated. CEP seeks to use these opportunities as well as its own programme of visits to promote probation. CEP reserves a flexible travel budget for ad-hoc visits.

3.7. To complete and issue a communications and Representation Guidance: CEP Officers and Board members are increasingly invited and involved in conferences, meetings and events representing CEP. This Guidance will provide resources, structure, key messages and guidance for their presentations.
4: To strengthen the internal governance, managerial and executing structure of CEP

4.1. To manage the work of CEP and give direction to the development of the organisation: This objective implies to ensure good order and management in the governance of CEP; to ensure that the actions and activities of CEP are in accord with the key objectives as stated; to permanently seek efficiency and effectiveness in the daily work of CEP staff to make possible the achievement of all the objectives contained in this plan; to keep on working, and improve if necessary, the organisational structure of CEP (board, expert groups, general assembly, etc.).

4.2. To consolidate CEP Financial Strategy through 5 pillars to secure the future:
- Membership
- Operating
- Action Grants
- Generating
- Developing partnerships

4.3. To renew yearly a CEP Organisation Audit: CEP, each year, conducts an audit to evaluate and report on an area or theme of CEP performance and implements the suggested improvements.
Key results expected

By consistently implementing this CEP programme 2018-2021, the long-term results in the European probation sector are expected to be:

- An increased level of awareness among probation professionals and other professionals in European criminal justice systems of FDs 947 & 829. There will be an enhanced level of understanding and sharing of knowledge and expertise in criminal justice systems and bodies across Europe ensuring appropriate and quality implementation and probation interventions;

- Better and more effective supervision and resettlement of offenders in their home jurisdictions with some reduction in the use of custody places by non-national offenders and related international communication, translation and post custody costs in the sentencing jurisdiction;

- Increased professionalisation, expertise and mutual understanding among probation staff and those active in probation related fields of work across Europe;

- A strengthened and secure CEP operating as an effective network organisation for the probation sector in Europe, informing practice and policy making with European bodies and individual jurisdictions and probation bodies;

- A broad understanding of the work of the European Commission and related legislation with probation and criminal justice interests across Europe. Cross-border research, evaluation co-operation on probation work and actions will be increased.

- Strengthened links, mutual understanding and co-operation in criminal justice matters among CEP members, relevant partners and interests and the wider European community.
Activities related to maintain an active role within the Criminal Justice Platform Europe (CJPE):
• Organise an International Criminal Justice Platform Europe Summer Course in Barcelona. The Summer Course will examine vital practice issues, develop new thinking and propose innovations that are relevant to improving work practice. The Summer Course will be run by expert practitioners and will focus on the European Commission – DG Justice 2018 priority on the prevention of radicalisation and violent extremism;
• As a part of CJPE activities and co-operation, the Platform partners will attend and participate in each other’s annual conferences and activities during 2018, where possible;
• Together with the Criminal Justice Platform Europe members explore further development of the network with relevant partners;
• Organise two CJPE/CEP meetings each year for planning and evaluation.

Activities related to promote international links and networks:
• As part of the 4th World Congress on Probation, which will be hosted in Sydney, Australia in 2019, CEP will be working throughout 2018 with colleagues in the world network of probation bodies in developing the congress plan, themes and programme.

Activities related to preserve bursaries:
• Distribute 10 bursaries of up to €500 each
2018 activities to continue professionalisation of probation in Europe

Activities related to promote alternatives to custody and community sanctions:
- Organise and host the 11th CEP Electronic Monitoring in Zagreb;
- Organise a conference on Working with Sex Offenders in Riga;
- Organise a SPECTO conference on Alternatives to Detention with West University of Timisoara on vulnerable offenders in criminal justice;
- Contribute to the planning for the organisation of the 4th World Congress in Probation together with other organisations and partners;
- Convene a CEP Expert Group on Sex offender management.

- Convene a CEP Expert Group on Technology in Probation;
- Organise a joint CEP/EuroPris workshop on Foreign National Prisoners to collect and share information;
- Establish a probation network of expert on working with mental health issues in community measures and supervision;
- Publish information on developments and best practices relating to probation, community sanctions and resettlement of offenders in Europe in media managed by CEP, e.g. the CEP Newsletter, CEP website and social media (LinkedIn, Facebook and Twitter);
- Conduct a needs assessment with members, to identify emerging needs, challenges and opportunities where CEP can provide assistance, expertise and leadership for members every two years;
- Participate in/contribute to trans-national projects, where appropriate, for the development and dissemination of new initiatives in community sanctions and measures.

Activities related to promote research, quality assurance and evaluation:
- Establish an expert research steering group and convene a meeting to identify themes related to community sanctions in Europe, in line with the EC priorities, and commission up to two research projects on themes related to community sanctions and to manage research projects;
- Commission and fund up to two research projects on European community measures and sanctions related topics;
- Commence development of a probation training network in Europe and initiate preliminary work on a common curriculum for Criminal Justice Social Work.
Activities related to launch the prevention of radicalisation and support of disengagement:
- Convene a CEP Expert Group on Radicalisation in Probation;
- Organise a workshop on Radicalisation and Probation;
- Work with partners and experts to develop and support strategies to address prevention and disengagement in probation practice;
- Continue cooperation and collaboration with European Commission DG-Justice, DG-Migration and Home Affairs, the Council of Europe and others and actively participate in implementing their actions to addressing radicalisation;
- Participate in RAN and other events focused on the theme of radicalisation and disengagement;
- Ensure that the topic of radicalisation is appropriate and consistently included in the programme of CEP events;
- Disseminating information and knowledge about best practices via a special radicalisation section on the CEP website;
- Publish a special edition of the CEP newsletter on (de)radicalisation distributed directly to 1725 email addresses in Europe and on other digital sites and platforms;
- Regarding the project: Enhancing Cross-border Mutual Legal Assistance and Recognition of Decisions in Countering Terrorism and Preventing Radicalisation in Detention led by the Academy of European Law (ERA): Advise on speakers, other experts and programme(s); participate in two ERA seminars on Countering-Terrorism and Preventing Radicalisation Detention; and disseminate and promote the results of the project;
- In relation to the project Preventing Radicalisation through Probation and Release (PREPARE), led by European Forum for Urban Security (EFUS), CEP will: participate and contribute as part of the European network of local authorities to prevent violent radicalisation and attend PREPARE meetings; disseminate and promote the results of the PREPARE project.

Activities related to promote the principle of Mutual Trust among EU jurisdictions:
- Design and execution of action plans for supporting the implementation of Framework Decisions FD 947 and FD829 (such as expert meetings for practitioners and competent authorities);
- Developing a model for the evaluation of FD 947 and FD829 in practice with EU Commission and other partners;
- Monitoring and evaluating the implementation of Framework Decisions 947 and 829 with EU Commission and other partners;
- Continue to develop and update the existing digital information to support the implementation of the Framework Decisions including the websites www.probation-transfers.eu and www.domice.org, as well as the descriptions of probation systems of EU Member States (Probation in Europe);
- Organise and lead an annual expert workshop for practitioners and competent authorities to support and promote the implementation of the EU Framework Decisions 2008/947/JHA & 2009/829/JHA. The expert workshop will, with EC DG Justice and other partners, lead initiation, design and execution of an action plan for monitoring and reporting on the implementation of FD 947 and FD 829 in practice;
- Produce template promotional materials for FD 947 and FD 829 for dissemination in jurisdictions among European professionals and service users. The materials to be produced will include:
  - An European network data base (in the CEP website) with contact details of the competent authority of each MS;
  - A first draft of a guide for European practitioners’ to promote the transfers among jurisdictions;
  - Information materials to inform offenders of possibilities regarding transfer of sentences;
  - Disseminate the results of the Framework Decision activities and publish them on the CEP website.
- Disseminating information and knowledge about best practices via a special Framework Decisions section on its website which has 3000 unique visitors monthly;
- Publish a special edition of its newsletter on FDs 947 and 829 to be distributed directly to 1300+ email addresses in Europe and on other digital sites and platforms;
- Making the topic ‘Implementation of the Framework Decisions’ a fixed item in CEP communications, e.g. by giving the implementation of the Framework Decisions a regular and fixed place in the CEP Newsletter;
- Meeting with EC DG Justice on planning for the promotion and information development for FDs 947 and 829 and related strategies and actions;
• Publishing and updating on the CEP website DOMICE project 6 more system map data information. This subcontracted work provide users with a unique, effective and valuable resource information on:
- the basic system knowledge necessary for building the trust required to implement Framework Decisions 947 and 829;
- the underpinning information for other crossborder probation co-operation initiatives (e.g. tackling radicalisation; information sharing about mobile serious offenders);
- a short-cut to key data and information for new crossborder or pan-European projects on community sanctions and alternatives to custody;

Activities related to participate in European Commission Action Grant Projects:
• CEP will be involved as associate partner in three projects:
  - Enhancing Cross-border Mutual Legal Assistance and Recognition of Decisions in Countering Terrorism and Preventing Radicalisation in Detention led by ERA;
  - Counter radicalisation through the Rule of the Law – DERAD led by the Italian Ministry of Justice/Department of Penitentiary Administration;
  - Preventing radicalisation through probation and release – PREPARE led by European Forum for Urban Security (EFUS);
• CEP is also partner in other Action Grants applications due for decision by the European Commission in early 2018: Probation Observatory. Like, Network and Training (PONT).
• And will submit and lead one Action Grant project proposal
2018 activities to raise the profile of probation at a national and a European level

Activities related to maintain an active role in the PC-CP (Council of Europe):

- Attend the plenary meetings of the bodies where it holds the status of observer, the PC-CP and/or the European Committee on Crime Problems of the Council of Europe (CDPC) in Strasbourg;
- Contribute with expert advice and by proposing European specialist who can draft any documents and proposals for recommendations;
- Participate and contribute to the annual COE Conference of Directors of Prison and Probation Services (CDPPS);
- Support and promote the COE SPACE II data gathering on probation and community sanctions.

Activities related to keep the relationship with the European Union (EC):

- Maintain regular contact with officers of the European Commission Directorate General Justice, members of the Cabinet of the Commissioner for Justice and other Directorates as appropriate;
- CEP is a partner of the core group of “Prison and Probation” of the Radicalisation Awareness Network (RAN) of the Directorate General for Migration and Home. During 2018 CEP will continue to contribute to RAN through participation in the meetings and plenary meetings;
- Seek to establish an agreement with RAN to become a robust partner in providing input on radicalisation matters related with probation measures and community sanctions;
- Consult and co-operate with DG Justice Judicial Training on the development of a Probation Training Network.

CEP has an approved Operating Grant Framework Agreement with DG Justice which provides for annual funding applications between 2018 and 2021. In 2018 CEP will:

- Provide an annual end of year report on 2017 actions and achievement in relation to the Operating Grant expenditure and funded actions in 2017;

Activities related to improve communications:

- Commence the updating and redevelopment of the CEP website and knowledgebase;
- Continue to assess data, to plan and implement its communication plan, approved by the Board during the term, following the new strategy on communications that identifies the new social and professional platforms as key targets for improving the presence of our members in the professional debates generated by our current activities;
- Publication of 6 digital issues of the CEP newsletter to be distributed directly to 1300 email addresses and on other digital sites and platforms, including special editions on Radicalisation and on Framework Decisions 829 and 947;
- Maintenance and updating of the CEP website;
- Stop the publication of EuroVista and start publishing research articles on the main CEP website.

Activities related to update Probation in Europe and to include new probation systems:

- Continue publishing updated chapters of Probation in Europe on the CEP website.

Activities related to promote Probation on a National level:

- This year 2018 CEP reserved a budget for four ad-hoc visits to EU member states probation organisations in order to strengthen the position of probation on a national level.

Activities related to complete and issue a communications and representation guideline:

- Complete and issue a communication and representation guideline to provide board members or other CEP representatives with resources, structure, key messages and guidance for their presentations.
2018 activities to strengthen the internal governance, managerial and executing structure of CEP

Activities related to manage the work of CEP and give direction to the development of the organisation:
- Organise 2 CEP Presidium Meetings (both in Brussels);
- Organise 2 CEP Board Meetings (one in Jersey and the other in Sweden);
- Select specific staff resources allocated to design and execute an action plan to monitor the implementation of the FDs 829 and 947 in practice, continue developing and strengthen expert networks, create an European network data base, to produce a first draft of a guide for European practitioners’ to promote the transfers and information materials to inform practitioners/offenders of possibilities regarding transfer of sentences;
- Begin the organisation of CEP General Assembly and Conference, and CEP Directors General Probation meeting (to be held in 2019).

Activities related to consolidate CEP Financial Strategy through 5 pillars to secure the future:
- Membership fees: to hold membership fees at a level that avoids increasing the pressures on members; to seek to widen the membership and increase the number of organisations in CEP;
- Operating Grant: continue to work with the European Commission in the context of the Operating Grant Framework Agreement to support the core business of CEP and deliver excellent services;
- Action Grants: to be an active participant in EC funded projects, where appropriate, using our pan-European links and services; to take the lead in an EC funded project, where feasible, and deliver project management;
- Generating income: identify new ways of generating income in line with CEP’s values and objectives to add value to the work of CEP and its objectives;
- Developing partnerships: expand sponsorship for specific events, develop further linkages and contacts for shared projects, initiatives and events.

Activities related to renew yearly a CEP Organisation Audit:
- Engage a consultant to evaluate (audit) an aspect of the CEP working programme in 2018 and deliver a report identifying key issues and areas for improvement;
- Complete implementation of the recommendations of the 2016 audit report (research) and 2017 audit Report (communication). In 2018 CEP will complete outstanding actions in the audit report 2016 (research) and decide on actions based on recommendations in the audit report 2017 (communication).