Confederation of European Probation

ANNUAL PLAN 2018
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Preface

It is a great pleasure to present to you the CEP Annual Plan 2018. In the past years we have worked hard to promote the rehabilitation and social inclusion of offenders through sanctions and measures implemented in the community. We are looking forward to put all our energy in continuing to enhance the profile of probation, to develop the staff and leadership of probation and to improve the quality of services on a national and European level.

CEP is a network to enable exchange of knowledge, policy and practice in order to create a strong evidence base for probation. CEP works with governments, NGOs, victims and academic and criminal justice organisations to support and promote the use of community based sanctions. In this plan you will see that all our actions for this year will focus on this mission. On the programme of 2018 are various conferences, meetings workshops, visits, projects and communication activities that are connected to our mission. More about these activities is outlined under the headings of the main objectives of CEP (to unite the sector of probation in Europe, to enhance its professionalisation and to strengthen its profile), with a description of the developments in the internal organisation and governance.

During 2018, CEP will organise the 11th edition of the Electronic Monitoring Conference. Electronic monitoring has been introduced in a lot of European countries nowadays, but technological advances continue to improve its capabilities and increase the ways those in criminal justice systems can be monitored. Challenges and debates continue including how to ensure the technologies are robust and fit for purpose and that they are utilised appropriately. These challenges will also be discussed during this edition of the conference. CEP will also organise the 7th SPECTO conference in Timisoara, Romania and a conference on the Treatment of Sexual Offenders in Riga, Latvia.

Criminal Justice Platform Europe (CJPE) has proven to be an important strategic alliance with Europris and European Forum for Restorative Justice strengthening co-operation and mutual benefits since its inauguration. After a successful first edition of the Criminal Justice Summer Course in 2017, a second edition that will focus on radicalisation will be organised this year.

Radicalisation and the dangers caused by violent extremism are paramount concerns of governments and criminal justice systems in European countries. Prison and probation authorities are co-operating to address and share knowledge on radicalisation and/or de-radicalisation. In 2018, CEP will not only organise the Radicalisation Criminal Justice Summer Course, but also two expert meetings on this topic.

CEP, in its work with the European Commission and the Council of Europe, is forging closer links at a European level and is well placed to play a strong role in the developments in probation in Brussels and Strasbourg. CEP also provide a strong authoritative voice on behalf of its members on probation and community measures in those institutions’ deliberations and planning. Framework Decisions 829 and 947 and the Council of Europe Probation Rules are exceptionally important documents which need the support and promotion by CEP to make an impact in practice.

CEP has been developing its communications in the past year and will continue to do so in 2018. The 2017 communication audit outlined that it is highly recommended to improve the design of our website for even more effective dissemination of information and engagement with members and other website visitors.

CEP is looking forward to meet its members and work with them in the course of the events and actions outlined in this annual plan.

Gerry McNally
CEP President.
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.

CEP champions respect for human rights, compliance with ethical standards in all probation practice and actions and fairness for all in criminal justice. CEP recognises the importance of legitimacy and support in creating public value and confidence in the work of probation organisations and community-based sanctions. CEP is committed to collaboration in facilitating cross-sectoral and inter-disciplinary working in achieving innovation, change and results.

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. It advises and informs decision and policy makers and works with criminal justice bodies and other interests to support and promote the increased use of community sanctions and reduced use of custody.
The Vision, Mission, Aims, Priorities and Financial Strategy as outlined by the Board were adopted at the XI General Assembly by the CEP members without further amendments.

**CEP’s Vision for Probation in Europe**

To contribute to safer communities by rehabilitating and reintegrating offenders and providing the best possible interventions to reduce re-offending and the impact of crime.

**CEP’s Mission**

CEP is the European Organisation for Probation. It promotes the rehabilitation and social inclusion of offenders through sanctions and measures implemented in the community. It enhances the profile of probation and works to develop the staff and leadership of probation to improve the quality of services on a national and European level. It builds a probation network to enable exchange of knowledge, policy and practice in order to create a strong evidence base for probation. It represents probation in Europe and develops international relationships with governments, victims and academic and criminal justice organisations. It aims to promote human rights and citizenship through all its activities.

**CEP’s Aims**

- Creating an excellent international member organisation that is transparent, efficient and innovative;
- Appreciating diversity and difference;
- Demonstrating leadership and modelling effectiveness;
- Making probation understandable and accessible;
- Advocating probation at an international level;
- Focusing on dissemination of probation policy, knowledge and expertise;
- Participating in projects relating to probation and communicating outcomes;
- Bringing together the knowledge base, research and practice to improve learning and outcomes;
- Building effective partnerships across the criminal justice sector in Europe;
- Representing the probation sector to European institutions;
- Reaching out to other jurisdictions.

**Priorities for 2018**

- Enhancing members’ networking and sharing of expertise, best practice and innovation across Europe;
- Increasing professionalisation and expertise of probation staff and those active in probation related fields of work;
- Increasing mutual understanding, co-operation and co-ordination of probation practice among CEP members and across Europe;
- Strengthening probation bodies and services in Europe and CEP members, in particular through knowledge sharing, expert meetings, publications and events;
- Promoting research and knowledge development on probation and community sanctions;
- CEP leading or participating in well developed and managed trans-national projects on relevant probation related issues producing value-for-money and practical results;
- Strengthening and secure CEP as an effective network organisation for the probation sector in Europe;
- Developing understanding of probation related issues and actions among policy and decision makers in European bodies and national authorities through advice, information and support;
- Increasing awareness, implementation and active use of FDs 947 & 829 in as many jurisdictions as possible with better knowledge and expertise to enable timely and appropriate application;
- Supporting improved informed decision making by national authorities and European Institutions in the domain of probation and EC legislation.

**CEP Financial Strategy**

**5 pillars to secure the future**

1) 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;

2) 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;

3) 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.

4) 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;

5) Developing partnerships – expand sponsorship for specific events, develop further linkages and contacts for shared projects, initiatives and events.
Strategic Objectives

Building networks in probation and criminal justice

CEP was established in 1981 by probation services representing ten European countries with the aim of building a network of professionals in probation in Europe and enhancing mutual learning and cooperation between its members.

Over the years, CEP steadily expanded its network, which now includes not only organisations and persons providing probation services but also bodies and experts that support the development of probation, such as universities, training centres, 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.

Through collaboration with other network organisations as EuroPris, the European Forum for Restorative Justice (united with CEP in the Criminal Justice Platform Europe), 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 an wide audience of shared interests in the criminal justice sector in Europe and more widely. CEP has led the development of the highly successful bi-annual World Congress on Probation which is now established as the worldwide forum for probation and community sanctions.

Through conferences, seminars, workshops, meetings and visits CEP reaches many probation professionals and others working in the Criminal Justice field all over Europe. Through its digital communications, social media and publications CEP reaches many more in every European jurisdiction and internationally.

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. During 2018 CEP:

- Will visit five CEP members in order to strengthen the position of Probation: Germany, (Baden-Württemberg) Lithuania, Hungary, Italy;
- Will visit the Ministries of Justice of Germany (Federal Government), Greece and Spain to discuss CEP membership and related issues.

Criminal Justice Platform Europe

CEP, being aware that probation and community sanctions can only achieve their full potential when work is aligned with other sectors in criminal justice, works closely with other European professional criminal justice network organisations. With three of these organisations, EuroPris (representing the European prison sector), the European Forum for Restorative Justice (representing the Restorative Justice sector) and Victim Support Europe1 (representing the victims), 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.

Since its launch the Criminal Justice Platform Europe regularly organises expert workshops, advocacy presentations, public conferences and summer courses. For 2018 the CJPE partners will organise one event:

- 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.
CEP and EuroPris Affiliation agreement

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

In 2018 two events will be jointly organised:
- A CEP/EuroPris expert meeting on Foreign Nationals Offenders in Prison and Probation;
- A CEP/EuroPris expert workshop on Foreign Nationals.

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.

The fourth World Congress on Probation will be hosted in Sydney, Australia in 2019. CEP is part of the Congress organising committee. CEP will be working throughout 2018 with colleagues in the world network of probation bodies in developing the congress plan, themes and a programme for the World Congress.

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.

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.

In 2018, CEP has allocated a budget for 10 bursaries of up to €500 each.

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 1980s. 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.

CEP has met this need by organising pan-European, high-quality conferences, seminars, workshops and expert meetings on probation measures and community sanctions and related topics in close co-operation with host countries. These events continue to be the most popular and appreciated CEP-led activities.

CEP has strategically invested in developing its digital communications, social media and publications. These ways of communicating are relatively inexpensive to develop, maintain and update and are easily accessible.
Strategic Objectives

They are also particularly effective in reaching key audiences in this increasingly fast-moving world. In 2018, CEP’s actions to professionalise the sector of probation in Europe will include high-quality conferences, seminars, workshops and expert meeting and the maintenance and a further development of its communications and media.

CEP will invest in exploring how new initiatives can enhance knowledge exchange in rapidly developing issues in probation measures and community sanctions, such as radicalisation.

Alternatives to custody and community sanctions

CEP, in keeping with its core principles, aims to promote alternatives to detention through community sanctions and measures such as probation, community service, mediation and conciliation.

CEP is committed to improve professionalism in promoting alternatives to detention, on a national and a European level. CEP promotes pan-European co-operation, knowledge exchange and development by organising events and disseminating information on community sanctions, alternatives to custody, resettlement after custody issues and related issues in probation practice.

By leading events, making reports available, by publishing its digital newsletter and on its website, CEP stimulates the exchange of ideas and knowledge and leads development in probation practice.

During 2018 CEP will:
- Organise 2 Presidium and 2 Board meetings;
- Maintain a sustainable funding structure for CEP;
- Ensure good order and management in the governance of CEP;
- Ensure that the actions and activities of CEP are in accord with the key objectives as stated;
- Consult and engage with members as well as relevant bodies, authorities and institutions;
- Ensure that CEP and its network is sufficiently flexible and alert to be able to respond to any overarching new development, priority need or crisis that may emerge during the period.

The main activities will be:
- Organise and host the 11th CEP Electronic Monitoring in Zagreb;
- Organise a conference on Working with Sex Offenders in Riga;
- Organise a workshop on Radicalisation and Probation;
- Organise a SPECTO conference on Alternatives to Detention with West University of Timisoara on vulnerable offenders in criminal justice;
- With colleagues organisations and partners contribute to the planning for the organisation of the 4th World Congress in Probation;
- Convene a CEP Expert Group on Sex offender management;
- Convene a CEP Expert Group on Technology in Probation;
- Convene a CEP Expert Group on Radicalisation in Probation;
- Support the implementation of the EU Framework Decisions 2008/947/JHA & 2009/829/JHA through:
  - the design and execution of action plans for supporting the implementation of these Framework Decisions (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;
Strategic Objectives

- monitoring and evaluating the implementation of Framework Decisions 947 and 829 with EU Commission and other partners.

- Work with partners and experts to develop and support strategies to address prevention and disengagement in the realm of radicalisation and violent extremism in probation practice;
- Convene a joint CEP/EuroPris expert meeting on Foreign Nationals;
- Organise a joint CEP/EuroPris workshop on Foreign National Prisoners to collect and share information;
- Establish a probation network of experts on working with mental health issues in community measures and supervision;
- Commence development of a probation training network in Europe and initiate preliminary work on a common curriculum for criminal justice social work;
- Commission and fund up to two research projects annually on European community measures and sanctions related topics;
- Together with the Criminal Justice Platform Europe members explore further development of the network with relevant partners;
- Organise CJPE/CEP Summer Course on radicalisation;
- Organise two CJPE/CEP meetings each year for planning and evaluation;
- 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);
- Publish and update Probation in Europe, the authoritative source book of probation in Europe;
- Participate in/contribute to trans-national projects, where appropriate, for the development and dissemination of new initiatives in community sanction measures;
- CEP will conduct, at two-year intervals from 2018 a needs assessment with members, to identify emerging needs, challenges and opportunities where CEP can provide assistance, expertise and leadership for members.

Research, quality assurance and evaluation

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.

Over recent years CEP has begun to develop engagement with researchers, research institutions and projects. During the term of the previous CEP Board membership by third level institutions was promoted and a representative was co-opted to the CEP.

In 2018 CEP will 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.

CEP will also continue the implementation of the recommendations of the 2016 audit report on engagement with research and the research community.
Prevention of radicalisation and support of disengagement
Co-operation with European bodies and international organisations active in counter-terrorism

Radicalisation and the dangers caused by violent extremism in European countries are paramount concerns of the criminal justice system and of probation and community sanctions bodies.

CEP contributes to the EU Counter-Terrorism Strategy and the EU Strategy for Combating Radicalisation and Recruitment to Terrorism aligning its programme with the priorities of the European Commission DG-Justice and the Council of Europe.

CEP has attended several European Commission DG-Justice and Council of Europe round table meetings on Radicalisation. CEP 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).

In 2018 CEP will 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.

CEP has actively co-operated with international organisations in Counter-Terrorism including the Radicalisation Awareness Network (RAN) of the European Commission DG-Migration and Home Affairs, the International Centre for Counter-Terrorism (ICCT), the Global Counter Terrorism Forum (GCTF) and European Forum for Urban Security (EFUS).

In 2018 CEP will continue to actively liaise with ICCT and disseminate relevant ICCT reports and research among its members via its website and newsletters. During 2018 CEP is committed to develop activities on the topic of Radicalisation. In addition to the specific actions outlined, CEP will:

- Co-operate with European bodies and international organisations active in Counter-Terrorism;
- 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, including conferences, seminars, workshops and expert meetings, and publications for the communication and dissemination of information, skills and knowledge;
Strategic Objectives

CEP 2018 Communication and dissemination activities in relation to radicalisation. CEP will continue raising awareness on issues regarding (de)radicalisation among its members and expert and probation professionals by:

- Disseminating information and knowledge about best practices via a special radicalisation section on the CEP website which has 3000 unique visitors monthly;
- Publish a special edition of the CEP newsletter on (de)radicalisation distributed directly to 1300 email addresses in Europe and on other digital sites and platforms;
- Include radicalisation as an agenda topic and theme at all relevant meetings, seminars, conferences and events.

Preventing radicalisation through probation and release – PREPARE. The project is led by European Forum for Urban Security (EFUS) and seeks to prevent radicalisation through deradicalisation, disengagement and rehabilitation programmes in release and probation, notably through multi-agency partnerships that include local authorities. As an associate partner on this project in 2018 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.

Promotion of the principle of mutual trust among EU jurisdictions


CEP has been, from the very beginning, promoted the use of legal instruments for enhancing the mutual trust and co-operation 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.

The European Commission having enacted the Framework Decisions seek their implementation in practice in all jurisdictions in Europe. National judicial and correctional systems, probation professionals and service users are not yet sufficiently familiar with the Framework Decisions and they are still severely under-utilised.
Strategic Objectives

CEP has a pivotal role in the dissemination of knowledge and support for implementation in practice of these Framework Decisions which are key priorities for CEP in 2018. CEP in 2018 and 2019 will:

- 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;
- CEP will 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.

The expert meeting will be hosted in Brussels and European Commission will be invited to participate so that EC and CEP actions can be co-ordinated for maximum benefit.

CEP will disseminate the results of the Framework Decision activities and publish them on the CEP website.

During 2018 CEP will continue raising awareness on the promotion of the principle of mutual trust among its members and expert and probation professionals by:
- 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.

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. Therefore CEP actively encourages member organisations to make use of these funding opportunities.

CEP has regularly been asked to join project bids as a project partner, where the role of CEP is to contribute to the project direction, networking, knowledge development and dissemination of the project results. In 2018 CEP will continue to contribute to the EC-projects in which it is involved as a partner and will also present a CEP proposal from an Action Grant project on Education and Training.

In 2018, CEP will be involved as associate partner in three projects, submit and lead one Action Grant project proposal and will be involved in two other
Strategic Objectives

Action Grant applications due for decision by the European Commission in early 2018.

On-going Action Grant Projects:
- Enhancing Cross-border Mutual Legal Assistance and Recognition of Decisions in Countering Terrorism and Preventing Radicalisation in Detention. The project is led by the Academy of European Law (ERA). The main objective of this project proposal is to offer training events that will promote the understanding and learning of various aspects of countering terrorism and radicalisation, with a particular focus on mutual legal assistance between EU Member States;
- Counter radicalisation through the Rule of the Law - DERAD. The project is led by the Italian Ministry of Justice/Department of Penitentiary Administration. The aim of the project is to produce, test and validate a tool-kit composed of blended e-learning contents, an on-line infrastructure for delivery;
- Preventing radicalisation through probation and release – PREPARE. The project is led by European Forum for Urban Security (EFUS). The project seeks to prevent radicalisation through deradicalisation, disengagement and rehabilitation programmes in release and probation, notably through multi-agency partnerships that include local authorities. This approach is in line with the alliance of European cities against violent extremism that was initiated jointly by EFUS and the Congress of Local and Regional Authorities of the Council of Europe.

Raising the profile of probation at a national and a 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 favour firm and severe action. Probation then often is seen as a result of lenient sentencing and as too soft to be effective. Surveys from different European countries show that people, including opinion formers and decision makers, are generally not enough well informed about what probation work entails. These surveys also show that raising the awareness of the role that probation plays in the criminal justice system leads to more positive opinions.

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.

In 2018 CEP will, on behalf of its members, continue to play a constructive role as ‘the voice of the sector of probation’ by regularly informing European institutions about the relevant developments in probation in Europe, and by providing necessary information for the development of European policy in the realm of probation.

Council of Europe

The Council of Europe has become an important player in criminal justice policy development in Europe. It contributes to shaping the practice of probation 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 non-voting observer status at meetings of the PC-CP. CEP contributes expert knowledge and information to meetings of PC-CP. In 2018 CEP will:

- 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.

**European Union - the European Commission**

In the field of probation, the European Commission has enacted: the Framework Decision on the transfer of probation sanctions (2008/947/JHA) and the Framework Decision on the transfer of alternatives to pre-trial detention (2009/829/JHA). These Framework Decisions had to be transposed into national law by the end of 2011 and 2012 respectively and implemented by Member States.

Transfers of sentences under these two Framework Decisions that have taken place between the Member States that already have transposed have showed that various obstacles in the execution of the transfers exist.

CEP has led initiatives to support implementation of the Framework Decisions and to develop and maintain an accessible and comprehensive source of country specific information with regard to probation systems (Probation in Europe), a website facilitating the transfer of probation transfers under Framework Decision 2008/947/JHA. CEP has also initiated expert meetings to disseminate knowledge, support members in implementation and awareness of the Framework Decisions. In 2018, CEP will continue to ‘mainstream’ the promotion of and support for the implementation of the both Framework Decisions: By 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.

- Continuing of the updating of existing digital information that supports the implementation of the Framework Decisions, e.g. the websites www.probation-transfers.eu and www.domice.org (on case management arrangements in the EU) as well as the descriptions of probation systems of EU Member States (Probation in Europe);
- Meeting with EC DG Justice on planning for the promotion and information development for FDs 947 and 829 and related strategies and actions;
- Consulting with EC DG Justice on strategic priorities related to probation and community sanctions
- By publishing and updating on the CEP website DOMICE project 6 more system map data information. This subcontracted work provides 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 cross-border probation co-operation initiatives (e.g. tackling radicalisation; information sharing about mobile serious offenders)
  - a short-cut to key data and information for new cross-border or pan-European projects on community sanctions and alternatives to custody.
Strategic Objectives

In order to inform the European Commission on the latest developments in probation measures and community sanctions in Europe and to have an active feedback and communication with the EC in 2018 CEP will:

• 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.

Framework Partnership Agreement 2018-2021

CEP has an approved Framework Partnership 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 Framework Partnership Agreement expenditure and funded actions in 2017;
• Propose a 2019 plan and actions for EC OG funding in the context of the EC Framework Partnership Agreement 2018-2021.

DG Justice Judicial Training

In 2018 CEP will consult and co-operate with DG Justice Judicial Training on the development of a Probation Training Network.

Communication

The CEP website is the largest repository of information on probation measures and community sanctions in Europe. It has proven to be very effective in providing information to members and other visitors. However, there is considerable work to be done in managing the information and making it more easily accessible and better packaged.

CEP will in 2018 commence the updating and redevelopment of the CEP website and knowledgebase.

The evaluation of the digital communications has been primarily quantitative. The main tool for measuring the use of the websites (e.g. cepprobation.org or eurovista.org) is the web statistics programme, Google analytics. This helps CEP to determine realistic SMART goals and measures such as an increase in unique visitors, their interests and the duration of their visits.

Since the beginning of 2015, CEP measures the impact of the CEP newsletter. The mailing system CreateSend can monitor the impact of each article by identifying readership, clicks upon, sharing etc. CEP uses this information to improve content and meet the needs and interests of subscribers.

Social media is the number one online daily activity among Europeans, topping time spent on email and Google. CEP now uses Twitter, Facebook and LinkedIn, giving CEP new opportunities to engage and interact with those interested in probation and promote its events and activities. Through Twitter analytics and LinkedIn and Facebook statistics, CEP measures the number of followers, the number of views and the interaction.

In 2018 CEP will 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.

In 2018 CEP will:

• Publication of 6 digital issues of the CEP Newsletter to be distributed directly to 1300 mail 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.
Strategic Objectives

In 2018 CEP will:
- Review and update communications infrastructure and systems for efficient use of resources and for more effective communications outputs;
- Commence the updating and redevelopment of the CEP website and knowledgebase.

EuroVista

EuroVista is an online CEP journal that aims to provide an accessible, scholarly and relevant source of information on probation research and practice development in Europe for both academics and practitioners. EuroVista was restarted in 2009 with the Institute of Local Government Studies of the University of Birmingham following the closure of Vista in the UK. In 2013, CEP took over the full production of EuroVista, publishing it as an online only journal at www.euro-vista.org. Maintenance of the EuroVista website is managed by CEP under the budget for CEP communications and websites.

In 2017 CEP reviewed the structure and efficacy of EuroVista in the light of falling submissions and limited publications following on a discussion in the board.

During 2018 CEP will:
- Cease the publication of EuroVista editions.
- Start with publishing more research articles on the main website.

Probation in Europe

Probation in Europe is the most comprehensive survey of probation systems and probation services in Europe today.

Commissioned by CEP and published in 2008, it describes extensively the probation systems of 32 European jurisdictions. The book was sold out within one year, which reflects the interest in Europe for increasing cooperation between probation professionals from all over Europe. With this CEP built on earlier publications in a similar format, Probation and Probation Services; A European Perspective (2000) and Probation and Probation Services in the EU accession countries (2003).

In order to keep the information on probation systems and probation services in Europe up-to-date, CEP has planned regular updates, as probation systems all over Europe are in constant development. CEP has chosen to publish revised versions of Probation in Europe on its website only.

In addition it decided that with every update an attempt will be made to include descriptions of probation systems in countries that have not been included in Probation in Europe before. During 2018 CEP will continue publishing updated chapters of Probation in Europe on the CEP website.

Promote Probation on a National level

Regarding advocacy and support for probation measures and community sanctions on a national level, CEP regularly receives invitations and requests from national probation services, Ministries of Justice or others to take part in governmental meetings, speak at conferences or other events in which the importance of probation can be advocated. CEP seeks to uses these opportunities as well as its own programme of visits to promote probation. In many cases, the travel costs for CEP staff can be covered by the inviting organisations. In order to be also able to accept invitations or to make use of opportunities for which travel and subsistence costs cannot be covered by the hosting organisation, CEP reserves a flexible travel budget for ad-hoc visits.

In 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.

Communications and Representation Guidance

As the CEP Officers, Board members and other representatives are increasingly invited and involved in conferences, meetings and events representing CEP plan during 2018 to complete and issue a Communications and Representation Guidance document to provide resources, structure, key messages and guidance for consistency and clarity.
To manage the work of CEP and give direction to the development of the organisation, CEP has planned for 2018:

- to organise 2 CEP Presidium Meetings (both in Brussels);
- to organise 2 CEP Board Meetings (one in Jersey and the other in Sweden);
- to 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);
- There will be 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;
- The CEP-office in Utrecht is moving to another building during spring 2018.

**CEP Staff**

For supporting and making possible all the actions included in this Plan the staff of CEP is composed for the following people:

<table>
<thead>
<tr>
<th>Job title</th>
<th>Fte</th>
<th>Days per week</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretary General</td>
<td>1</td>
<td>4 1/2</td>
<td>Carrying out the organisation's strategic objectives and policies; meeting CEP's financial obligations; representing CEP abroad; contributing to management of EU projects.</td>
</tr>
<tr>
<td>Executive Officer</td>
<td>0.78</td>
<td>3 1/2</td>
<td>Advising and preparing the organisation of events; preparing budgets; subscription fees; financial reports; preparing and executing the yearly financial audit by the accountant, EU and Audit committee; organising and producing the working papers for the General Assembly; providing membership information.</td>
</tr>
<tr>
<td>Operations &amp; Policy Support Officer</td>
<td>0.89</td>
<td>4</td>
<td>Assisting in the preparation of meetings and events; correspondence; bookkeeping; maintaining the databases of business relations; administration management; assisting CEP Board Members, staff or others in the policy development of CEP.</td>
</tr>
</tbody>
</table>
### Internal organisation

<table>
<thead>
<tr>
<th>Job title</th>
<th>Fte</th>
<th>Days per week</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liaison &amp; Policy Officer</td>
<td>1</td>
<td>4 1/2</td>
<td>Analysing developments in European probation and related fields; providing strategic advice to the Secretary General how to respond to these; facilitating EU-funded projects (FPA, OG, AG); Preparing Presidium and Board Meetings; management notes and other documents</td>
</tr>
<tr>
<td>Interim Liaison &amp; Policy Officer</td>
<td>1</td>
<td>4 1/2</td>
<td>Analysing developments in European probation and related fields; managing the implementation of the FDs 829 and 947; providing strategic advice to the Secretary General how to respond to these; Preparing Presidium and Board Meetings; management notes and other documents</td>
</tr>
<tr>
<td>Communications Officer</td>
<td>1</td>
<td>4 1/2</td>
<td>Developing and executing the communications strategy for CEP; developing and managing websites; email Newsletter; engaging in social media; managing the production process of digital and printed publications; advice to members</td>
</tr>
</tbody>
</table>

¹ – a working day equals 8 hours; a full working week equals 4½ days, or 36 hour

### CEP Organisation Audit

Each year, CEP conducts an audit to review an element of its working processes.

In 2018 CEP will commission on a theme or area decided by the CEP Board and receive the report by the end of January 2019.

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).