Annual Plan
2019

Confederation of European Probation
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It is with great pleasure that we present to you the CEP Annual Plan for 2019. This plan, developed by the CEP Board and Staff maps out our priorities for the year to come.

In the past year we have worked hard to promote the rehabilitation and social inclusion of offenders through sanctions and measures implemented in the community. CEP is 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 organisation based 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.

In many regards, 2019 will be a special year for CEP. In October, CEP will hold its 13th General Assembly in Dublin. At this tri-annual meeting of CEP member organisations the achievements of CEP during 2016-2018 will be evaluated and the strategy for 2019-2021 will be discussed with our members.

The General Assembly will be combined with the organisation of 8th Conference for Directors General in the sector of probation. This biannual event will bring together Directors General, policy makers and senior managers in probation organisations.

On the programme of 2019 are various conferences, workshops, expert meetings, member visits, participation in EU 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 2019, CEP will organise a conference on the development and implementation of alternatives to detention in the Eurasian region, in Tbilisi Georgia. CEP will also a jointly with Europris (European Organisation of Prison and Correctional Services) and EFUS (European Forum for Urban Security) organise a workshop in France on Interagency Co-operation with Municipalities.

The Criminal Justice Platform Europe (CJPE) has proven to be an important strategic alliance with Europris and European Forum for Restorative Justice (EFRJ), strengthening co-operation and mutual benefits since its inauguration. After a successful second edition of the CJPE Summer Course in 2018, another edition that will focus on violent extremism and disengagement will be organised this year in Barcelona, Spain.

Various Expert meetings will take place throughout the year. Expert groups are networks of European specialists in fields related to probation, which operate under the wings of CEP. These groups are platforms for discussion and knowledge exchange on specific topics. In 2019, CEP will facilitate expert groups on Violent Extremism and Disengagement, Management of Sexual Offenders, Mental Health issues in probation and the use of Technological Innovations in daily probation practice. Together with EuroPris, CEP will facilitate an expert group on Foreign National Prisoners and Probationers and an expert group on Domestic Violence.

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 provides a strong authoritative voice on behalf of its members on probation and community measures in those institutions’ deliberations and planning. Implementation and execution of the Framework Decisions 829 and 947 need support and promotion by CEP to make an impact in probation practice. Council of Europe Conventions, Recommendations and Resolutions relating to prisons and community sanctions and measures are exceptionally important documents for the sector of probation.

CEP has been developing its communications in the past years and will continue to do so in 2019. We started this year with a completely new design of our website which we hope will engage our members and other website visitors.

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The Confederaion 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 38 years and is the 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 group 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.
CEP FINANCIAL STRATEGY
Five 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.

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 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, policymakers 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 the European Organisation of Prison and Correctional Services (EuroPris), the European Forum for Restorative Justice (EFRJ); united with CEP in the Criminal Justice Platform Europe, the European Forum for Urban Security (EFUS), Academy of European Law (ERA), International Centre for Counter-terrorism (ICCT), Radicalisation Awareness Network (RAN) 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. 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 2019 CEP:
• Will visit six CEP members in order to strengthen the position of probation: Luxemburg, Czech Republic, Turkey, Scotland (UK), Norway and Denmark;
• Will visit the Ministries of Justice of Poland, Portugal, Spain (Madrid and Barcelona), Servia, Montenegro and Armenia to discuss CEP membership and other related issues.

Criminal Justice Platform Europe (CJPE)
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), EFRJ (representing the Restorative Justice sector) and Victim Support Europe2 (representing victims), CEP established the Criminal Justice Platform Europe (CJPE), 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 CJPE regularly organises expert workshops, advocacy presentations, public conferences and summer courses.
• For 2019, the CJPE will organise the third edition of the International Criminal Justice Summer Course, to be held 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 2019 priority on the prevention of radicalisation and violent extremism.

As a part of CJPE activities and cooperation, the CJPE partners will attend and participate in each other’s annual conferences and activities during 2019, where possible.

CEP and EuroPris Affiliation agreement
CEP and EuroPris have a long established affiliation agreement, providing for mutual support and cooperation. CEP and EuroPris, as part of the agreement, organise at least one joint event per year. In 2019 three events will be jointly organised:
• CEP/EuroPris Expert Group Meeting on Domestic Violence;
• CEP/EuroPris Expert Group Meeting on Foreign Nationals;
• CEP/EuroPris Workshop on Interagency Co-operation with Municipalities (together with EFUS).

2 In 2014, Victim Support Europe withdrew from the platform.
Continuous 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 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. They are also particularly effective in reaching key audiences in this increasingly fast-moving world.

In 2019, CEP’s actions to professionalise the sector of probation in Europe will include high-quality conferences, seminars, workshops and expert meetings 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 websites, CEP stimulates the exchange of ideas and knowledge and leads development in probation practice.

International Links and Networks
CEP has in place a series of agreements and memorandum of understanding with probation and community sanctions bodies in jurisdictions outside the membership of CEP and across the world. Besides EuroPris and EFUS, other CEP affiliate members are: American Probation and Parole Association (APPA), International Community Corrections Association (ICCA), International Corrections and Prisons Association (ICPA), National Association of Probation Executives (Nape), Probation and Community Corrections Officers Association (PACCOA) and the Texas Probation Association.

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 2019 with colleagues in the world network of probation bodies in developing the congress plan, themes and programme for the World Congress.

Through affiliation agreements and memorandum 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 2019, CEP has allocated a budget for 20 bursaries of up to €500 each.

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• 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:
• Convene a CEP Expert Group Meeting on Violent Extremism;
• Convene a CEP Expert Group Meeting on Sex Offender Management;
• Convene a CEP Expert Group Meeting on Technology in Probation;
• Convene a CEP Expert Group Meeting on Mental Health;
• Convene a CEP Expert Group Meeting on Research

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
- organising a webinar and an expert workshop 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;
- Work with partners and experts to develop and support strategies to address prevention and disengagement in the realm of violent extremism in probation practice;
- Convene a joint CEP/EuroPris Expert Group Meeting on Foreign Nationals;
- Convene a joint CEP/EuroPris Expert Group Meeting on Domestic Violence;
- Organise a joint CEP/EuroPris workshop on Interagency Co-operation with Municipalities;
- Organise a Conference on Alternatives to Detention in Eurasia;
- Commission and fund up a transnational research project on education and training in probation.

CEP will also continue the implementation of the recommendations of the 2016 audit report on engagement with research and the research community.

Prevention of violent extremism and support of disengagement

Co-operation with European bodies and international organisations active in counter-terrorism.

Violent extremism 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 and Violent Extremism. 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 2019, 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.

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 2019, CEP will establish an Expert Group on Research and convene a meeting to identify themes related to community sanctions in Europe, in line with the EC priorities.

CEP will also commission and fund up a transnational research project on education and training in probation.

During 2019, CEP is committed to develop activities on the topic of violent extremism. In addition to the specific actions outlined CEP will:
• Organise an Expert Group Meeting on Violent Extremism to assess needs and analyse issues in dealing with violent extremism and disengagement in probation and propose recommendations for actions;
• Co-operate with European bodies and international organisations active in Counter-Terrorism;
• Participate in RAN and other events focused on the theme of radicalisation, violent extremism and disengagement;
• Ensure that the topic of violent extremism 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.

CEP 2019 Communication and dissemination activities in relation to violent extremism:

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 violent extremism section on the CEP website, which has 2500 unique visitors monthly;
• Publish a special edition of the CEP newsletter on violent extremism and disengagement distributed directly to 1350+ email addresses in Europe and on other digital sites and platforms;
• Include violent extremism as an agenda topic and theme at all relevant meetings, seminars, conferences and events.

European Commission Action Grant Projects on Violent extremism

In order to support the implementation of the EC priorities and to promote cooperation between EU member states CEP participates as a partner in EU projects on radicalisation leading to violent extremism.

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. As an associate partner on this project in 2019 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.

Integrated Exit Programmes for Prisons and Probation – WayOut.
The project is led by IPS, the Innovative Prison Services organisation. The project is aimed at building a common framework to evaluate exit programmes along with the development of an innovative and integrated programme based on proven effectiveness approaches. Ultimately, the project will improve and facilitate the implementation of exit programmes across the criminal justice system, namely in prison and probation settings. Hence, this project responds to one of the European Union’s security concerns: the problem of radicalisation leading to violent extremism. As an associate partner on this project in 2019 CEP will:
• Advise on speakers, other experts and programme(s);
• Participate in meetings and seminars;
• Disseminate and promote the results of the project.
Promotion of 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 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.

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 2019. CEP in 2019 will:

- Continue to develop and update the existing digital information to support the implementation of the Framework Decisions as well as the update of the descriptions of probation systems of EU Member States (Probation in Europe);
- Organise and lead a webinar and 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;
- CEP will produce 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 member state.
  - A guide for European practitioners’ to promote the use of the FDs 829/2008 and FD 829/2008 among EU jurisdictions.
  - A short movie to promote the use of the FDs 829/2008 and FD 829/2008 to support and promote the implementation of the FDs 829/2008 and FD 829/2008 and FD 829/2008 among EU jurisdictions;
- CEP recently 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 2019, 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 2019, CEP will be involved as associate partner in three Action Grant projects, two on-going and one starting:

- On-going Action Grant Projects: Preventing radicalisation through probation and release – PREPARE. See page FILL IN NUMBER for more information about the project.

Probation Observatory Networking and Training – PONT.

The project is led by the University of Bucharest. The aim of the project is to create a network of universities and institutions involved in the probation field in Europe.

The structure of the probation observatory (PO) will capture the European trends and perspectives and also the local and regional initiatives on probation and community sanctions. Apart from creating the PO network, the project will also aim at providing evidence-based training to the competent authorities responsible for the implementation of the Framework Decisions (FDs) 947 and 829. Furthermore, the project will create regional networks of the competent authorities that will enhance the regional cooperation and also collect up to date data regarding the practical implementation of these two FDs (monitoring the implementation).

As an associate partner on this project CEP, in 2019, will:

- Participate and contribute as part of the European network.
- Disseminate information about the project in its newsletter and during the expert meetings organised on FD947 and 829;
- Disseminate and promote the results of the PONT project.

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 cooperation practice at a European scale. Therefore, CEP actively encourages member organisations to make use of these funding opportunities.

The European Commission Action Grant Projects to be approved:

- A project on domestic violence (DEVICE) submitted by the project.

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 favours firm and severe action. Probation then 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 2019 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 Council for Penological Co-operation (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 observer status at meetings of the PC-CP. CEP contributes expert knowledge and information to meetings of PC-CP. In 2019 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 (CDPPS);
- 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 (CDPSS);
- 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 2019, 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 the updating of existing digital information that supports the implementation of the Framework Decisions as well as the descriptions and update 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;
- Organising an expert workshop and a webinar for practitioners and competent authorities to support and promote the use of the FD 829 and 947;
- Producing promotional materials for FD 947 and FD 829 for dissemination in jurisdictions among European professionals and service users.

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 2019 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 Radicals and Awareness Network (RAN) of the Directorate General for Migration and Home. During 2019 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 rationalisation matters related with probation measures and community sanctions.

OG Framework Partnership Agreement 2018-2021
CEP has approved a Framework Partnership Agreement with DG Justice, which provides for annual funding applications between 2018 and 2021. In 2019 CEP will:

- Provide an annual end of year report on activities and achievement in relation to the Operating Grant expenditure and funded actions in 2019;

OG Justice Judicial Training
In 2019, CEP will consult and co-operate with DG Justice Judicial Training on the development of a research on education and training in Probation.

CEP will commission a transnational research project to identify core competences and skills for the education and training of probation professionals in EU and to establish an education and training network across Europe.

Communication
Website, newsletter and social media
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.

In 2018, CEP finished the redevelopment of the website and in 2019 CEP will continue to optimise the new website structure and update the information in the knowledgebase.

The evaluation of the digital communications has been primarily quantitative. The main tool for measuring the use of the website is the web statistics programme, Google Analytics. This helps CEP to determine realistic SMART2 goals and measures such as an increase in unique visitors, their interests and the duration of their visits.

In 2019, CEP will start with the use of a new mailing system, named MailChimp, which 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. CEP now uses Twitter, Facebook and LinkedIn, giving CEP more opportunities to engage and interact with those interested in probation and promotes its events and activities.

Through the analytics tools of the social media platforms, CEP measures the number of followers, the number of views and the interaction. In 2019, CEP will continue to assess data, to plan and implement its communications 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 2019, CEP will plan for:

- Publication of 6 digital issues of the CEP Newsletter to be distributed directly to 1350 email addresses and on other digital sites and platforms, including special editions on for example Radicalisation and on Framework Decisions 829 and 947.
- Manage the CEP website: www.ceprobation.org

The most important content of the websites supporting probation systems transfers under Framework Decisions 829 and 947 (www.domice.org; www.probation-transfers.eu) and the professionalisation of probation (www.stream-probation.eu) are included in the project pages of the new CEP website.

In 2019, CEP will:

- Review and update communications infrastructure and systems for efficient use of resources and for more effective communications outputs;
- 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 2019, CEP will continue publishing updated chapters of Probation in Europe on the CEP 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).

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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 use these opportunities as well as the institutional programme of visits to promote probation.

In many cases, the travel costs for CEP staff can be covered by the hosting organisations. In order to also be able to accept invitations or to make use of opportunities for which travel and subsistence costs cannot be covered, CEP reserves a flexible travel budget for ad-hoc visits.

This year 2019, CEP reserved a budget for seven 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
CEP Officers, Board members and other representatives are the most widely involved in conferences, meetings and events representing CEP. Last year, 2018, CEP made available a Communications and Representation Guidance document with the objective of providing resources, structure, key messages and guidance for consistency and clarity when Board members or other representatives are invited to represent CEP in any meeting or event.

2 SMART refers to Specific, Measurable, Attainable, Realistic and Timely goals.
INTERNAL ORGANISATION

To manage the work of CEP and give direction to the development of the organisation, CEP has planned for 2019:

- To organise 2 CEP Presidium Meetings (one in Belgium and one in The Netherlands);
- To organise 2 CEP Board Meetings (one in Denmark and the other in Ireland);
- To organise the triannual CEP General Assembly (in Ireland);
- To engage a consultant to evaluate (via an audit) an aspect of the CEP working programme in 2019 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).

CEP Organisation Audit
CEP each year, conducts an audit to evaluate and report on an area or theme of CEP performance.

In 2019, CEP will commission the an audit on a theme or area decided by the CEP Board and receive the report by the end of January 2020.

In 2019, CEP will complete outstanding actions in the audit report 2016 (research) and continue with carrying out the recommendations in the audit report of 2017.

During 2019, some of the recommendations of the Audit report 2018 will also be implemented.

CEP Staff
For supporting and making possible all the actions included in this plan the staff of CEP is composed of 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 the yearly financial audit by the accountant, EU and Audit committee; organising and producing the working papers for the General Assembly; providing membership information; correspondence.</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>
<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); Expert Group meetings and conferences; preparing Presidium, Board Meetings and General Assemblies; producing management notes and other documents.</td>
</tr>
<tr>
<td>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 Expert Group meetings and conferences; producing management notes and other documents.</td>
</tr>
<tr>
<td>Communication Officer</td>
<td>1</td>
<td>4 1/2</td>
<td>Developing and executing the communications strategy for CEP; developing and managing of the website; newsletter; social media; managing the production process of digital and printed publications; advice to members.</td>
</tr>
</tbody>
</table>