

Annual Plan 2022



Confederation of European
Probation

Supported by the Justice Programme
of the European Union



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.

Last year marked the 40th anniversary of the Confederation of European Probation (CEP). Founded in 1981 as a network for probation bodies, it now is the well-established organisation, the voice and leader for probation in Europe working with the key European and international institutions, national authorities, members and partner bodies to promote the rehabilitation and social inclusion of probationers through sanctions and measures implemented in the community.

Over the years, CEP has built a strong probation network to support developments and enable exchange of knowledge, expertise, policy and practice in order to create a strong evidence base for probation. CEP enhances the profile of probation, works to develop the staff and leadership of probation to improve the quality of services at a national and European level, and it promotes continuous professionalisation of probation and community sanctions across Europe and internationally.

To achieve this, CEP hosts conferences, seminars, workshops, expert group meetings, trainings, and it 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 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.



Vision

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



Mission

CEP is the only European organisation for probation established in 1981. It promotes the rehabilitation and social inclusion of people who have committed offences 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 at 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. It 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.



- 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;
- Promoting the ethical and proper use of community sanctions;
- 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.



Financial Strategy

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.



Priorities 2022

- Enhancing member's networking, mutual recognition and sharing of expertise, good practice and innovations among probation bodies 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;
- 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 securing CEP as an effective network organisation for the probation sector in Europe;
- Implementing effective governance practices, strong CEP Board oversight and annual audits;
- Organising the election of the new CEP Board in the General Assembly, overseeing the transition of responsibilities to preserve continuity, convening the meeting of the new CEP Board;
- Adopting amendments to the internal documents (Statute, Internal Regulations etc);
- Overseeing the recruitment of a new Secretary General and securing transition of tasks between the outgoing and arriving new Secretary General;
- Offering knowledge support for CEP members in the transition process to the "new normality" in probation due to the Covid-19 pandemic;
- Continuous implementing of gender mainstreaming in the strategy and integrating the gender perspective into preparation, implementation and evaluation of CEP activities;
- 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;
- Developing probation education and training quality and cooperation across Europe.



Work programme 2022

- Organising the **General Assembly and Conference** following the General Assembly on Alternatives to Detention in Dubrovnik, Croatia;
- Organising the **Conference on Electronic Monitoring** in Helsinki, Finland;
- Organising **CJPE/CEP Summer Course on “Responses to sexual violence”** in Barcelona, Spain;
- With colleagues organisations and partners contributing to the planning for the organisation of the **5th World Congress on Probation** to be held in Canada and **6th World Congress on Probation** to be held in the Netherlands in 2023;
- Organising an additional online **Director General meeting**;
- Organising **2 Presidium and 2 Board meetings**;

- Convening a **CEP Expert Group meeting on Violent Extremism**;
- Convening a **CEP Expert group meeting on Sex Offender Management**;
- Convening a **CEP Expert group meeting on Technology in Probation**;
- Convening a **CEP Expert group meeting on Mental Health**;
- Convening a **CEP meeting on Research**;
- Convening an **Expert Network meeting on Education and Training**;
- Convening a joint **CEP/EuroPris Expert group meeting on Domestic Violence**;
- Convening a joint **CEP/EuroPris Expert network meeting on Foreign Nationals**;

Supporting the implementation of the EU Framework Decisions 2008/947/JHA & 2009/829/JHA through:

- organising an **expert workshop for practitioners and competent authorities**;
- exploring the **development of an online European network data base** with contact details of the competent authority of each EU MS;
- **monitoring the implementation of Framework Decisions 947 and 829** with EU Commission and other partners;
- **updating and further disseminating the FD materials and short movie for practitioners** and probationers developed in 2019;

- Organising and leading a **Workshop on Domestic Violence**;
- Organising a **Webinar on Remote Supervision**;
- Organising a **Webinar on Alternatives to Pre-Trial Detention**;
- Organising a **Webinar on Assessment in Probation**;
- Convening a joint **CEP/EuroPris International Conference on Foreign Nationals in Prison and Probation**;
- Convening a joint **CEP/EuroPris workshop on Interagency Cooperation**;
- Organising an **International Workshop on Probation and Mental Health**;
- Cooperating in the **“Dialogue Trainer” project**;
- Co-organising the second round of the **Core Correctional Skills training**;
- Convening a joint **CJPE/CEP Webinar on Victims’ Rights**.



Actions 2022

- Holding regular **meetings with officials of the European Union and its agencies** to coordinate activities and develop shared objectives;
- Holding **CEP membership visits, visit to EU MS and ad-hoc visits**;
- Organising **two CJPE/CEP meetings** for planning and evaluation;
- Developing and implementing **new innovative communication tools**, e.g. animations, vodcasts, YouTube videos to promote probation and community sanctions;
- Improving and strengthening **communication**, developing **online tools and virtual tools**;
- Publishing **information on developments and best practices relating to probation, community sanctions and resettlement of offenders** in Europe in media managed by CEP (newsletter, website, social media);
- Commissioning an **external evaluation of specific actions of the CEP working programme 2022** and implementing **results of previous audits**;
- Liaising with the **Council for Penological Co-operation (PC-CP)** of the Council of Europe;
- Attending and participating in the programme of the **Conference of Directors of Prison and Probation Services** in order to represent the voice of probation, unite the probation sector in Europe and liaise with directors and senior managers of probation and prison;
- Attending the **ESC-Eurocrim conference**;
- Working with partners and experts to **develop and support strategies to address prevention and disengagement** in the realm of violent extremism in probation practice;
- Publishing and updating the **Probation in Europe**, the authoritative source book of probation in Europe.



Strategic objective 1

To unite professionals, build and maintain networks in probation and criminal justice in Europe

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. It now unites authorities and bodies providing probation services, or carrying responsibility for such services, as well as non-profit private organisations that do not engage in probation service provision, but support, facilitate or promote it, to universities and tertiary educational institutions, and private persons who support the aims of CEP. Membership is open to organisations operating within jurisdictions across Europe.

CEP's primary target are **probation bodies and officers whose core tasks are the preparation of pre-sentence reports for courts, the preparation of assessments for other criminal justice bodies, supervision of persons and the implementation of community sanctions**. Other relevant institutions and stakeholders in the criminal justice field are reached via the cooperation with other partner organizations.

CEP has **86 members representing 39 EU countries and 42 EU jurisdictions**. 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 2022 CEP will:

- visit **three CEP members in order to strengthen the position of probation**: Luxembourg, Romania and Slovakia;
- make the **membership visits** to Lithuania, Cyprus and Poland to discuss membership and other related issues.

Strategic objective 1

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), the EFRJ (representing the Restorative Justice sector) and Victim Support Europe (representing the victims - withdrew from the platform in 2014), 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 2022 the CJPE will organise:

- the 4th edition of the **International Criminal Justice Summer Course** to be held in Barcelona, Spain. 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 a combination of workshops, plenary sessions and study visits bringing together participants with a background in prison, probation and restorative justice from a variety of European countries. The general theme chosen for this edition of the Summer Course will be **“Responses to sexual violence”**;
- a **Webinar on the Victims’ Rights** to present good practices and relevant experience.

As a part of the CJPE activities and co-operation, the Platform partners will attend and participate in each other’s annual conferences and activities during 2022, 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 2022 four events will be jointly organised:

- CEP/EuroPris International **Conference on Foreign Nationals in Prison and Probation**;
- CEP/EuroPris **Expert Network meeting on Foreign Nationals in Prison and Probation**;
- CEP/EuroPris **Expert group meeting on Domestic Violence**;
- CEP/EuroPris **Workshop on Interagency Cooperation**.



Strategic objective 1

European and International links and networks

CEP has in place a series of agreements and memorandums of understanding with probation and community sanctions bodies in Europe as well as in jurisdictions outside the membership of CEP and across the world.

CEP affiliate members from across the world 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.

Affiliate agreements with other network organizations in Europe:

the International Corrections and Prisons Association (ICPA), the European Organisation of Prison and Correctional Services (EuroPris), the European Forum for Urban Security (EFUS), Penal Reform International (PRI) etc. 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.

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 2022, CEP has allocated a budget for 20 bursaries of up to €500 each.



Strategic objective 2

To continue the professionalisation in probation and criminal justice

Promoting professional exchange and enhancing the development of probation practice at a European level was one of the prime reasons in establishing CEP. Ever since, the growing importance of probation measures and community sanctions in the 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 to current problems.

In 2022, CEP actions to professionalise the sector of probation in Europe will include high-quality conferences, seminars, webinars, workshops and expert group meetings. The maintenance and a further development of the CEP media channels and implementation of new innovative tools, such as animations, vodcasts, YouTube videos as well as improving the e-participation and virtual communication tools in its work is also one of CEP priorities. 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.

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 2022 CEP will:

- organize a **Meeting on Research** to create a network of experts, identify **potential research topics**, develop knowledge and facilitate **transnational research in probation**;
- explore possibilities about a **cross-jurisdiction research project** on Mental Health in Probation;
- continue the **implementation of the recommendations of the 2016 audit report** on engagement with research and the research community

Strategic objective 2

Prevention of Violent Extremism and support of disengagement

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

During 2022 CEP is committed to develop activities on the topic of violent extremism. In addition to the specific outline actions CEP will:

- organize 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;
- continue **disseminating good practices, relevant reports and researches** on Violent Extremism and disengagement among its members via its website, newsletter and social media;
- deliver **interviews with professionals** on the topic of violent extremism;
- 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.

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 the project on radicalisation leading to violent extremism.

EU-CoE HELP Course on Radicalisation Prevention I and II.

HELP I and HELP II are led by the Council of Europe. The European Programme on Human Rights Education for Legal Professional (HELP) of the Council of Europe has widened its scope developing courses as a response to societal challenges, including the surge in extremist violence that Europe faces. The aims of the programme are to improve the criminal justice response in the EU to prevent radicalisation leading to terrorism and violent extremism and to increase capacities and mutual trust of primarily justice practitioners dealing with radicalisation prevention (RP) through training, inter-agency and cross-border cooperation.

The HELP Course on Radicalisation Prevention I started in 2019 and, as an ongoing eLearning platform, will continue the coming years through the HELP Course on Radicalisation Prevention II until May 2022.

Strategic objective 2

As an associate partner on this programme, in 2022 CEP will:

- advise on **speakers, other experts and programme(s)**;
- participate in **meetings and seminars**;
- disseminate and promote **the results of the project**.

Domestic Violence

The COVID-19 pandemic has amplified existing gender-based violence against women, confirming long-standing research findings that the risk of domestic violence tends to increase in times of crisis. That trend was reflected in EU-wide statistics and there is higher incidence of gender-based violence. For probation services implications will be significant. Increased number of domestic and child sexual abuse reveals the necessity to reflect on the type of offenders that probation services might have. The need to create specific international level expert groups will be emerging and dealing with domestic violence will be one of the main priorities.

With this regards, in 2022, CEP will:

- promote the **exchange of knowledge and good practices** within probation and prison;
- increase **awareness on this topic and disseminate information** on the Istanbul convention, the Council of Europe Convention on preventing and combating violence against women and domestic violence (CETS No.210);

- organize and lead a **Workshop on Domestic Violence**;
- convene an **Expert Group meeting on Domestic Violence**;
- organize a joint **CEP/EuroPris Expert group meeting on Domestic Violence**.

Alternatives to Pre-trial Detention

The question of imprisonment is complex, as prison population continually rises both in the Council of Europe Member States and globally. Prison overcrowding is therefore a very real and present issue. The overuse of imprisonment and its detrimental impact on criminal justice systems, individuals and societies, has led EU Member States to implement alternative policies, alternatives to pre-trial detention, at the very early stages of the criminal justice process. These alternative measures have also several other benefits, like contributing to reduce prisons' overcrowding and promoting public security through the reduction of reoffending.

With this in mind, in 2022 CEP will:

- organise a **Webinar on Alternatives to Pre-trial Detention**;
- organise a **Conference following the General Assembly with a focus on Alternatives to Detention**;
- promote and support **skills and development of community based alternatives**;
- continue **developing a knowledgebase section** on its website which includes different articles from experts on this topic.

Strategic objective 2

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.

In 2022 CEP will:

- continue **developing and updating the existing digital information to support the implementation** of the Framework Decisions as well as updating the descriptions of probation systems of EU Member States (**Probation in Europe**);
- organize 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 meeting will be hosted in Belgium and the 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 its website;

- further **promote the materials** that CEP produced for FD 947 and FD 829 for dissemination in jurisdictions among European professionals and service users.
- **the materials to be further promoted include:** an updated guide for European practitioners' to promote the transfers among jurisdictions; an updated version of the materials to inform people who committed an offence of possibilities regarding transfer of sentences; further disseminate the short movie to promote the use of the FD 829 and 947 among EU MS.
- disseminate **information on the PONT project**, in particular disseminate and promote the results of the project.

European Commission Action Grant projects

In 2008 CEP identified the European funding programmes as an important opportunity and resource to support co-operation 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.

In 2022, CEP will be involved as an associate partner in one Action Grant project:

- **EU-CoE HELP Course on Radicalisation Prevention II.**

Strategic objective 3

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

CEP has been committed to improve professionalism in promoting alternatives to detention at 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, publishing its digital newsletter and information on website and social media, CEP stimulates the exchange of ideas and knowledge and leads development in probation practice.

In 2022 CEP will, on behalf of its members, continue playing 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 the criminal justice policy development. 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 holds an observer status at meetings of the PC-CP. CEP contributes with expert knowledge and information to meetings of PC-CP.

In 2022 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 in 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.

Strategic objective 3

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.

In 2022, CEP will continue to 'mainstream' the promotion of and support for the implementation of the both Framework Decisions by:

- developing the topic '**Implementation of the Framework Decisions**' on CEP website;
- continuing of 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;
- organizing an **expert workshop for practitioners and competent authorities** to support and promote the use of the FDs 829 and 947;
- further **promoting materials** for FDs 947 and 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 2022 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;
- continue **contributing to RAN of the Directorate General for Migration and Home Affairs** (partner in a core group of "Prison and Probation") through active participation in the meetings, plenary meetings and publishing and disseminating reports;
- continue **consulting and co-operating with DG Justice Judicial Training** on the development of a possible joint project on education and training in probation.

Strategic objective 3

Operating Grant and Framework Partnership Agreement 2022-2025

CEP has approved a Framework Partnership Agreement with EC DG Justice which provides for annual funding applications between 2022 and 2025.

In 2022 CEP will:

- provide an **annual end of year report** (technical report) on activities and achievements in relation to the Operating Grant expenditure and funded actions in 2021;
- in the context of the European Commission Framework Partnership Agreement 2022-2025, produce a **2023 plan and actions for the EC Operating Grant funding**.

Communication

In 2022 CEP will plan for:

- publication of **6 digital issues of the CEP Newsletter** to be distributed directly to 1800+ email addresses and on other digital sites and platforms, including special editions on relevant topics for Probation and Criminal Justice;
- **managing and improving the CEP website**;
- maintaining and creating a **high-quality content for the social media** (Facebook, Twitter, LinkedIn, YouTube), promoting the **activities, best practice, experience and knowledge**;

- further **developing the YouTube channel** by delivering a high-quality video content, recordings of the webinars, interviews with professionals and practitioners;
- continue to **assess data, plan and implement its communication plan**, approved by the Board during the term, following the new strategy on communication 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.

Probation in Europe

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**, 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. Currently, **40+ revised chapters of Probation in Europe** have already been published. 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.



Strategic objective

3

National level

Regarding advocacy and support for probation measures and community sanctions at a national level, CEP regularly receives invitations and requests from national probation services, Ministries of Justice or others to take part in the governmental meetings, deliver speeches and presentations 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 work programme of visits to promote probation and community sanctions.

In 2022 CEP will

- reserve a budget for **6 ad-hoc visits to EU Member States' probation organisations** in order to strengthen the position of probation at a national level.

Strategic objective 4

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

In 2007, CEP took the decision to develop itself into an independent full-service professional network organisation for probation in Europe. Within the years, CEP was able to expand its services for its members and to be established as 'the voice of probation' across Europe.

CEP maintains a **contingency fund to address any financial emergency** that might arise and safeguard the work of CEP.

In 2022 CEP will:

- organise the **General Assembly** (in Dubrovnik, Croatia);
- organise an additional **online Director General meeting**;
- organise **2 Presidium Meetings** (one online and one in Brussels, Belgium);
- organise **2 Board Meetings** (one in Tallin, Estonia and one in Dubrovnik, Croatia);
- maintain a **sustainable funding structure** for CEP;
- ensure **good order and management in the governance** of CEP;
- secure the **election of the new CEP Board Members** in the General Assembly, oversee the **transition of responsibilities to preserve continuity**, organise the **meeting of the new CEP Board**;
- recruit a new Secretary General;
- ensure that the CEP actions and activities 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;
- continue implementing innovative ways of working which will enable to combine face-to-face with hybrid and online activities in order to achieve a wider audience and adapt to new situations.

Internal organisation

To manage the work of CEP and give direction to the development of the organisation, CEP has planned for 2022:

- to engage a **consultant to evaluate (audit) an aspect of the CEP working programme** and deliver a **report identifying key issues and areas for improvement**;
- to complete **implementation of the recommendations** of the 2016 audit report (research), 2017 (communications), 2018 (member's engagement), 2019 (methodologies), 2020 (CEP's response to the Covid-19 pandemic), 2021 (cross-cutting issues including gender with a focus on equity, equality and marginalisation and how these issues are addressed in the CEP events).

Strategic objective 4

Job title	fte	Days/ week	Responsibilities
Secretary General	1	4,5	Carrying out the organisation's strategic objectives and policies; meeting CEP's financial obligations; representing CEP abroad; contributing to management of EU projects.
Executive Officer	0,78	3,5	Advising and preparing the organisation of events; preparing budgets; calculating subscription fees; preparing financial reports; preparing the yearly financial audit by the accountant; organising and producing the working papers for the General Assembly; producing organisational policy papers; providing membership information; correspondence.
Operations & Policy Support Officer	0,89	4	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.
Liaison & Policy Officer	1	4,5	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; management notes and other documents.
Second Policy Officer	1	4,25	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; management notes and other documents.
Communication Officer	0,78	3,5	Developing and executing the communication strategy for CEP; developing and managing website, social sites and newsletter; managing the production process of digital and printed publications.

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

www.cep-probation.org



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CEP Probation



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