

The logo for the Confederation of European Probation (CEP) features the letters 'CEP' in a bold, dark blue serif font. To the right of the letters is a stylized graphic consisting of a solid orange circle positioned above two curved, swoosh-like shapes. The upper swoosh is dark blue and the lower one is orange, both curving upwards and to the right.

CEP

Confederation of European
Probation

STRATEGY, OBJECTIVES AND PRIORITIES 2026, 2027 & 2028

THE 2026, 2027 AND 2028 CEP STRATEGY



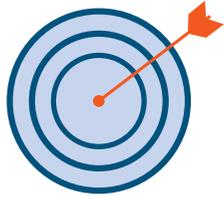
VISION

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

The Confederation of European Probation (CEP) is a European network organization established in 1981 that promotes the development of probation services and community sanctions and measures as an alternative to imprisonment. It enhances the profile of probation and supports professionals and organizations involved in probation, rehabilitation, and criminal justice by facilitating knowledge and policy exchange, training, and best practices to improve the quality of services and create a strong evidence base for probation at national and European levels. CEP believes that a society built on the principles of social inclusion provides the best protection for communities from the harm and distress caused by crime. It champions respect for human rights, compliance with ethical standards in all probation practice and actions and fairness for all in criminal justice. It acknowledges the importance of legitimacy and public support in building confidence in probation services and community-based sanctions. Committed to collaboration, CEP promotes cross-sectoral and interdisciplinary cooperation to drive innovation, implement change, and achieve results. The importance of gender equality and respect for diversity are recognised as core principles in the work of CEP.



OVERALL AIMS

- Further developing and maintaining an excellent international member organisation that is transparent, efficient, innovative and sustainable;
- Appreciating diversity, difference and promoting equity;
- Demonstrating leadership and modelling effectiveness;
- Making probation understandable and accessible;
- Advocating probation at national, European and international levels;
- 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 and international institutions;
- Reaching out to other jurisdictions;
- Promoting gender-equality and non-discrimination by including gender mainstreaming methods and tools to shape organisational processes and combating multiple and intersecting discrimination;
- Integrating sustainable practices and standards to minimize its environmental impact and actively promoting environmentally responsible operations.

4 STRATEGIC OBJECTIVES AND PRIORITIES FOR 2026, 2027 AND 2028

1

TO UNITE, BUILD AND MAINTAIN THE NETWORK

Bringing together the probation sector across Europe, CEP plays a vital role in building and maintaining networks within probation and the broader criminal justice field. Its ever-expanding network includes organisations and persons providing probation, universities, training centres, research networks, researchers, policymakers and expert individuals. To ensure membership is a valuable asset for all involved in probation and criminal justice, CEP continuously works to enhance engagement, relevance, and collaboration among its members and partners.

Priorities for 2026-2028:

- To continuously develop and maintain the CEP membership structure, foster new connections, and strengthen collaboration with members and relevant partners in the criminal justice field to achieve shared goals in addressing crime and its consequences;
- To facilitate cross-border cooperation by promoting knowledge-sharing, peer support, exchange visits, and joint meetings among members to address common challenges and opportunities;
- To engage in ongoing consultations with members to identify emerging trends, developments, and areas of interest;
- To contribute to European and international network organizations focused on areas such as working with perpetrators, gender-based violence, and preventing radicalization and violent extremism—while collaborating with criminal justice agencies, including law enforcement, the judiciary, and prison services, to address shared challenges;
- To support and enhance CEP engagement and activity internationally beyond Europe to contribute to and learn from probation development globally;
- To host and share information on probation, inc. country specific information on the application of Framework Decisions in EU jurisdictions via the Probation in Europe updated book.

2

TO CONTINUE PROFESSIONALIZATION

Probation has become an irreplaceable part of the criminal justice systems, playing a crucial role in fostering professional exchange, advancing probation practices, and facilitating the sharing of experience, data, and information among its members. By supporting the development of innovative solutions to current challenges, contributing expert insights to education and training initiatives for practitioners, and actively promoting key agendas in the interest of its members, CEP has been instrumental in the continuous professionalization of probation across Europe.



Priorities for 2026-2028:

- To enhance the capacity, professionalism, and expertise of probation and criminal justice professionals at national and EU levels on key probation topics - inc. alternatives to (pre-trial) detention, parole, transition from prison to probation inc. rehabilitation and reintegration post-release, caseload and workload, radicalisation, gender-based violence, mental health, education and training (inc. judicial), Framework Decisions 829 & 947, cross-cutting issues inc. gender - by supporting professional activities aligned with the interests of CEP members and the EU and CoE objectives;
- To organize high-quality, topic-focused professional activities while consistently integrating gender perspectives throughout the planning, implementation, and evaluation of all CEP activities;
- To encourage closer collaboration within CEP expert groups and networks, driving further initiatives, actions, and professional development for members and other criminal justice professionals;
- To regularly review and update the composition and scope of CEP expert groups to ensure ongoing relevance and effectiveness;
- To support development, educational, and promotional activities at national, European, and international levels;
- To continue the development and activities of the CEP Education and Training Group as a platform for cooperation, practical education, and ongoing professional development, and provide opportunities for learning practical skill in training courses;
- To improve the scale, effectiveness, and quality of CEP's engagement with research and knowledge exchange activities, in line with the Research and Development Strategy;
- To raise awareness among probation and other professionals regarding Framework Decisions 947 & 829, promoting a deeper understanding and sharing of knowledge and expertise across criminal justice systems and bodies in Europe, ensuring effective and quality implementation of probation interventions;
- To support the use of digital tools, including AI and videoconferencing technologies, to foster judicial cooperation and enhance the efficiency of cross-border collaboration and mutual trust in criminal justice matter;
- To support better and more effective supervision and resettlement of persons in their home jurisdictions with some reduction in the use of custody places by non-nationals and related international communication, translation and post custody costs in the sentencing jurisdiction;
- To support data collection;
- To participate in, and when appropriate, lead European, national, and local projects and initiatives that foster innovation, development, and cooperation in community sanctions and measures.

3

TO RAISE THE PROFILE OF PROBATION

CEP continues to play a vital role in promoting and representing probation and community sanctions both nationally and across Europe, and internationally, by fostering relationships with governments, criminal justice organizations, victims, academics, and other key stakeholders such as the European Commission and Council of Europe.

Priorities for 2026-2028

- To serve as a trusted partner to the European Union and the Council of Europe, providing expertise and insights on community sanctions and measures on behalf of CEP members;
- To strengthen its role as a key player in the European and international criminal justice landscape;
- To serve as a primary contact point for organizations and individuals seeking insights into probation;
- To enhance public awareness and understanding of probation work by showcasing its value — through research and the daily practice of probation staff — as a humane and cost-effective alternative to prison, while promoting its role among the general public and professionals in the criminal justice sector;
- To promote and support a comprehensive understanding of the European Commission and Council of Europe’s work and related legislation relevant to probation and criminal justice;
- To explore ways to incorporate the perspectives of persons on probation, marginalized groups, victims, volunteers, and other minority communities into policy and practice development in community sanctions and measures.

4

TO STRENGTHEN THE INTERNAL GOVERNANCE

Over the years, CEP has evolved into an organization with a strong managerial and operational structure. To support and implement the actions outlined in its working plan, CEP prioritizes the continuous development of its internal organization, effectiveness, and sustainability.

Priorities for 2026-2028

- To enhance and sustain CEP's effectiveness as a network organization for the European probation sector, implement effective governance practices and strong oversight;
- To conduct regular financial health checks, with the support of the CEP Treasurer, to maintain agility in response to changing financial and funding conditions;
- To commission an independent audit of CEP finances and an external evaluation of the CEP work program including implementing recommendations in its actions and work programme;
- To regularly review and update internal policies and external documents to ensure relevance and effectiveness;
- To ensure regional and gender-balanced representation within the CEP Board;
- To share information proactively and transparently to uphold ethical interest representation;
- To introduce family-friendly measures that support work-life balance, promote diversity, gender equality, well-being, and equal treatment, and foster inclusive leadership where all staff feel valued and have equal opportunities to grow.

MAJOR EVENTS AND ACTIVITIES 2026-2028

- Director's General Conference (2027);
- Electronic Monitoring Conference (2026 and 2028);
- General Assembly and Conference following the General Assembly (2028);
- Workshops on Alternatives to Detention and Technologies, Caseload and Workload, Transfer of Sentences, Gender-Based Violence, Overcrowding and Netwidening (2026-2028);
- Training exchange for Directors General and Senior Managers (2026);
- CJPE Summer Course (annually) and Cross-over training activity (2027);
- Core Correctional Skills Training (annually);
- World Congress on Probation (2026 and 2028).



EVENT POLICY

CEP remains dedicated to delivering high-quality pan-European events, including conferences, expert meetings, seminars, workshops, training events and webinars. Its approach ensures relevance, inclusivity, and alignment with key objectives:

- To tailor event formats — online, in-person, hybrid — based on the theme, topic, and specific needs of CEP members, in line with the EC objectives, while remaining flexible and responsive to feedback and evolving circumstances;
- To address relevant and emerging topics for CEP members, including traditional, new, and innovative themes, and to integrate digital tools (e.g. Mentimeter, AI) in line with EU ethical frameworks to enhance engagement;
- To adapt programs for diverse audiences, including senior professionals, frontline practitioners, criminal justice professionals (e.g. judges, prosecutors), policymakers, students, and individuals;
- To strengthen networking and collaboration by creating interactive spaces such as breakout groups, discussion sessions, and networking activities;
- To promote accessibility and inclusivity by expanding hybrid and virtual formats, offering bursaries for members with limited resources, and ensuring events are accessible for persons with disabilities;
- To encourage broad participation from all jurisdictions across Europe and support members in organizing or co-organizing events locally;
- To ensure diversity in speaker selection, considering gender, regional representation, and professional background;
- To continuously improve CEP events and staff performance through structured feedback and evaluation processes.

Through these commitments, CEP aims to foster meaningful engagement, encourage knowledge-sharing, facilitate the exchange of best practices, research findings and innovative approaches, and professional development across Europe.

TRAVEL AND SUSTAINABILITY POLICY

The climate changes we have been facing have and will have a great impact on our lives. These changes call for action not only at an individual level but also within our organizations. CEP is dedicated to integrating sustainable practices and standards to minimize its environmental impact, promote responsible operations, raise awareness, enhance efficiency, and reduce costs.

CEP is committed:

- To fly economy class and, whenever possible, choose direct flights with airlines dedicated to reducing their carbon footprint;
- To use public transportation, such as buses and trains, and opt for second-class travel whenever feasible;
- To select hotels and restaurants with recognized sustainability certifications;
- To reduce printed materials, or use recycled paper when printing is necessary;
- To avoid food waste;
- To avoid disposable plastic items such as water bottles, straws, and cutlery; instead, opt for reusable alternatives;
- To return reusable items, such as name badges and lanyards, to minimize waste;
- To prioritize digital documents, e-tickets, and e-signatures over printed materials whenever possible;
- To support local and sustainable businesses and prioritizing locally sourced products and services to reduce transportation emissions and support the community.

COMMUNICATION – *EARN RESPECT, GIVE RESPECT*

- To follow and optimise the CEP communication strategy on a regular basis;
- To deliver high-quality content with a focus on promotion of probation and community sanctions, importance of work of probation staff;
- To use gender neutral and person-centred language and pay attention to the selection of gender-balanced photos.

And in the first place CEP is committed:

- To communicate with respect, politeness and kindness;
- To listen to each other properly;
- To value other's opinions;
- To treat people equally;
- To respect each other;
- To avoid negativity.

FINANCIAL STRATEGY

The financial strategy of the 5 pillars that was adopted at the General Assembly 2013, held in London, is still valid.

The 5 pillars to secure the future are:

- **Membership fees** – to hold membership fees at a level that avoids increasing the pressures on members; to seek to widen the membership and increase numbers of organisations in CEP according to the statutes;
- **Operating Grant** – to continue in supporting the core business of CEP and delivering excellent services;
- **Action Grants** – to be an active participant in European Projects and be paid to contribute using pan-European links and services; to take the lead in an EU project and deliver project management;
- **Generating income** – to identify new ways of generating income in line with CEP's values and objectives;
- **Developing partnerships** – to expand sponsorship for specific events.

CEP implements a risk management system to identify and mitigate potential threats to its continuity, success, and well-being of an organization. Committed to financial sustainability, it carefully manages resources and expenditures to minimize costs while advancing its mission and objectives for its members. To address any financial emergency that might arise and safeguard the work CEP maintains a contingency fund.

ETHICS AND GENDER

CEP champions respect for human rights, compliance with ethical standards in all probation practice and actions and fairness for all in criminal justice. All CEP actions and plans respect and comply with these standards and objectives. CEP has implemented gender mainstreaming in its strategy and strived to secure gender-sensitive approach in all its actions as well as gender-based representation. CEP specific objectives seek to promote gender equality and non-discriminatory mainstreaming in accordance with the Gender Mainstreaming Toolkit and following the EC Gender Equality Strategy 2020-2025 and 2026-2030, and the CoE Gender Equality Strategy 2024-2029.

Gender and other non-discrimination issues are transversal topics reflected across the annual work plan. CEP supports the development and implementation of activities and actions addressing gender-based violence and discrimination, including specialized training, events, and the sharing of experience among its members.

CEP continues to follow up on the 2021 Evaluation Audit on how it addresses cross-cutting equality, equity, marginalisation, discrimination, and human rights issues. The results and recommendations of the audit have been further used in the CEP working strategy and programme.

In 2024 the CEP Board adopted [the Gender Equality and Diversity Policy](#) for the CEP activities and internal organization (Board and staff). It includes gender mainstreaming methods and tools to shape CEP processes and operational workflows, to aim that the results and effects of CEP's activities work better to meet gender equality objectives.

CEP ORGANISATIONAL DOCUMENTS

CEP Statute

CEP Internal Regulations

CEP Statement on Probation Values and Principles

CEP Gender Equality and Diversity Policy

CEP Sponsorship policy

To be found on the [CEP Website](#).

CEP is the Confederation of European Probation. It aims to promote the social inclusion of people who have offended through community sanctions and measures such as probation, community service, mediation and conciliation. CEP is committed to enhance the profile of probation and to improve professionalism in this field, on a national and a European level.

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