



Annual Plan 2026



Confederation of European
Probation

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Context

Founded in 1981 as a network of probation organisations CEP 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 people on probation 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 and network meetings, trainings, 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 believes that a society built on the principles of social inclusion provides communities the best protection from the harm and distress caused by crime.

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 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 LGBTIQ+ equality strategy 2026–2030, and the CoE Gender Equality Strategy 2024-2029.

Vision, mission, aims and Financial 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.

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.
-

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 numbers of organisations in CEP according to the statutes;

2

Operating Grant – to continue in supporting the core business of CEP and delivering excellent services;

3

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;

4

Generating income – to identify new ways of generating income in line with CEP's values and objectives;

5

Developing partnerships – to expand sponsorship for specific events.

Key organisational documents

- [CEP Statute](#)
- [CEP Internal Regulations](#)
- [CEP Statement on Probation Values and Principles](#)
- [CEP Gender Equality and Diversity Policy](#)
- [CEP Sponsorship policy](#)
- [CEP 3 Year Strategy 2026-2028](#)

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

Strategic Objectives

Priorities for 2026

- 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;
- facilitate cross-border cooperation by promoting knowledge-sharing, peer support, exchange visits, and joint meetings among members to address common challenges and opportunities;
- 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;
- improve the scale, effectiveness, and quality of CEP's engagement with research and knowledge exchange activities, in line with the Research and Development Strategy;
- participate in/contribute to projects connecting stakeholders within the criminal justice in EU (e.g. Framework Decisions projects);
- encourage closer collaboration within CEP expert groups and networks, driving further initiatives, actions, and professional development for members and other criminal justice professionals;
- strengthen and secure CEP as an effective network organisation for the probation sector in Europe;
- continue implementing of gender mainstreaming in the strategy and integrating the gender perspective into preparation, implementation and evaluation of CEP activities;
- 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;
- 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;
- 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;
- support data collection;
- 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;
- 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;
- 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;
- promote non-discrimination, diversity, gender equality, well-being, equal treatment, to ensure equal opportunities and facilitate equal conditions within the staff and lead as an example to CEP members;
- develop probation education and training quality and cooperation across Europe.

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.

CEP has maintained cooperation with European institutions active in developing policy in the field of probation, e.g. the European Commission, the Council of Europe. Through collaboration with partnership organisations the impact of the CEP's work engages a wide audience of shared interest in the criminal justice sector in Europe.

CEP continues cooperating with international non-governmental organisations wherever appropriate and wherever CEP can add value. CEP wants to be valued as an organisation that shares information proactively and transparently, actively contributes to coalitions it joins, whose membership is considered a valuable asset for everyone in probation and criminal justice in general across Europe, and internationally, and serve as a primary contact point for organisations and individuals interested in learning more about probation.

CEP's primary target are **probation bodies and staff 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 organisations.

CEP has **100 members in 42 European countries and 59 jurisdictions**, and its membership keeps 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.

ACTIVITIES

- **visit three CEP members** in order to strengthen the position of probation;
- **make two membership visits** to discuss potential membership and other related issues;
- reserve a budget for **3 ad-hoc visits to EU member states probation organisations** in order to strengthen the position of probation at a national level;
- organize the **14th Electronic Monitoring conference on „Electronic Monitoring in a Changing World – Perception versus Reality“ (6-8 October, Antalya, Turkey);**
- support organization of the **7th World Congress on Probation and Parole (14-16 April in Bali, Indonesia);**
- organize an **online Director General meeting (4 March, online);**
- hold the **Criminal Justice Platform Europe coordination meetings;**
- organize the coordination **meeting with Work with Perpetrators EN.**

ACTIONS

- continuously **develop the CEP membership structure and cooperation** with partners from the criminal justice field to achieve common goals in dealing with crime and its consequences;
- maintain **relations with current and potential members** and develop the new ones;
- **continue and expand the ongoing consultation with members** to identify new developments and interests;
- as a part of CJPE activities and co-operation to **attend and participate in each other's annual conferences and activities**, where possible;
- **keep bursaries an established part of CEP financial planning** to support members or delegates of organisations active in probation that have insufficient financial means in attending conferences or other CEP events;
- **strengthen links, mutual understanding and cooperation** in criminal justice matters among CEP members, relevant partners and interests and the wider European community;
- **encourage mutual sharing and support, exchange visits and joint meetings among members** on issues of mutual interest and potential benefit.



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.

Affiliate agreements with other network organisations in Europe:

The European Organisation of Prison and Correctional Services (EuroPris), The European Forum for Urban Security (EFUS), Penal Reform International (PRI), United Nations Office on Drugs and Crime (UNODC), Work with Perpetrators EN (WWP EN) 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.

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), International Penal and Penitentiary Foundation (IPPF), National Association of Probation Executives (Nape), Probation and Community Corrections Officers Association (PACCOA) and the Texas Probation Association, United Nations Asia and Far East Institute for the Prevention of Crime and the Treatment of Offenders (UNAFEI).

Memorandums of Understanding are: Criminal Justice Platform Europe, Generalitat de Catalunya, United Nations Office on Drugs and Crime (UNODC), World Congress on Justice with Children, Ministry of Justice of Kyrgyz Republic, Rescaled etc.

CEP Matchmaker project

CEP Matchmaker Project brings together individuals, teams, organizations, or groups among CEP members with a shared professional interest. Through peer-to-peer links and activities, **the aim is to provide**

opportunities for sharing, exchanging and learning together as well as potential other benefits.

In the Matchmaker Project, an individual or team of officers with a particular curiosity or expertise in a field of work can ask CEP to contact colleagues to establish a link with others with shared interests or knowledge. For example, teams working in a rural area, with prisoners on release from custody or supervising older persons could seek others sharing similar challenges in other jurisdictions to share experiences, learn from each other and establish their own engagement.

CEP members and their staff represent a unique reservoir of knowledge and expertise about positive ways of working with people who offend to promote rehabilitation, reduce re-offending and make communities safer. Most importantly, CEP facilitates its members in working together, sharing expertise, learning with and supporting each other.

The CEP Matchmaker Project has been developed **from ideas and suggestions by CEP members.** It seeks to harness that curiosity and use the new communications media to **facilitate direct contact, sharing of experience and learning opportunities among members.**

In the Matchmaker Project CEP acts as a contact point and matchmaker between interested members and their staff to bring people together. It will establish contacts and links between services, teams or individuals with common interests and curiosity to meet up with each other to share and explore experiences together. Once in contact, the members will determine the topics, mode of contact, level of engagement and any development. If you or your organization are interested in participating in the Matchmaker Project, please contact the CEP secretariat: seccr@cep-probation.org.

CEP is ready to facilitate and provide support for exchanging and mutual learning!



To continue the professionalisation

Probation has become irreplaceable part of the criminal justice systems. Promoting professional exchange, enhancing the development of probation practice, sharing of experience, data and information among members to improve practice and quality of services, find developing solutions to the current problems, contributing with its expert groups and advice to the development of education and training activities for practitioners, introducing, addressing and promoting the agenda that is in the interest of CEP members have been the primary key to the continuous professionalisation of probation in Europe.

In 2026, CEP actions to professionalise the sector of probation in Europe will include high-quality conferences, webinars, workshops, expert group and network meetings. The maintenance and a further development of the CEP media channels and its YouTube channel as well as improving the e-participation and virtual communication tools in its work is also one of CEP priorities.

ACTIVITIES

- organize the 8th edition of the **International Criminal Justice Summer Course (7-10 July, Barcelona, Catalonia-Spain);**
- 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 (**date and place tbd**);
- organize an **Expert Group meeting on Research;**
- organize an **Expert Group meeting on Violent Extremism;**
- convene an **Expert Group meeting on Gender-based violence;**
- convene an **Expert Group meeting on Caseload and Workload;**
- convene an **Expert Group meeting on Technology in Probation;**
- convene an **Expert Group meeting on Mental Health;**
- convene an **Expert Group meeting on Communication and Awareness-Raising;**
- organize a CEP & EuroPris **Expert Group meeting on Foreign Nationals in Prison and Probation;**
- organize an **Expert Network meeting on Education and Training in Probation;**
- organize **a series of webinars** in January, March, May and November;
- organize an **online network meeting** introducing the Practice Recommendations regarding **Artificial Intelligence (28 April);**
- organize the 6th edition of the **Core Correctional Skill training (28 September-2 October, Barcelona, Catalonia-Spain);**
- organize a **Workshop on Caseload and Workload: Supporting Sustainable Probation Through the Human Dimension (27-28 May, Bucharest, Romania);**
- organize a **Training Exchange for Directors General and Senior Managers in Probation (October, Croatia);**
- organize a **Workshop on Alternatives and Technologies in Probation (24 November, place tbd).**

ACTIONS

- continue developing and updating the existing digital information to support the **implementation of the Framework Decisions**;
- 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.
- in its role as Associated Partners **contribute with professional advice** as well as **disseminate information on the two Framework Decisions related projects**:
 - Empowerment of the Framework Decisions 2008/947 and 2009/829 through EU Probation Services – EMPRO project;
 - ERA Project on Detention, Alternatives, Mutual Trust and Mutual Legal Assistance.
- **hold meetings with the EC DG for Justice and Consumers on planning for the promotion and information development for FDs 947 and 829** and related strategies and actions;
- promote and support **research, quality assurance and evaluation** and continue the implementation of the recommendations of the 2016 audit report on engagement with research and the research community;
- implement the results of **the Research and Development Strategy conducted in 2023-2024**;
- **revise the work of the expert groups and networks** and promote closer cooperation among members of the CEP expert groups and networks leading to further developments, actions and activities aimed at CEP members and other criminal justice professionals to increase a level of expertise applied in daily practice;
- continue a preparatory process for the **Probation in Europe** update;
- support **professional activities in the field of probation** by developing themes and topics targeted by CEP members and in line with the EC objectives;
- **promote and support skills and development** of community based alternatives;
- promote **the exchange of knowledge and good practices** within probation and prison;
- promote the **development and implementation of common working methodologies and standards**;
- continue developing a **knowledgebase section in the CEP website**;
- **ensure that the topics are appropriately 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;
- **co-operate with European bodies and international organisations** active in Counter-Terrorism;
- **participate in new EU Knowledge Hub on Prevention of Radicalisation** (successor of RAN) **and other events** focused on the theme of radicalisation, violent extremism and disengagement.

To raise the profile of probation

The firm and severe actions towards persons who offend are, even in the 21st century, perceived to be the most effective punishment in many European countries. The importance of probation and community sanctions as an effective method of punishment, a humane way of dealing with people who offend and a cost-effective alternative for prison have been proved by researchers and in daily practice by probation staff themselves. CEP continues playing a crucial role in promoting and representing probation and community sanctions at a national and European level, and even internationally, by developing relations with governments, criminal justice organizations, victims, academics and other individuals involved.

In 2026 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.

ACTIVITIES

- participate in and contribute to the **annual CoE Conference of Directors of Prison and Probation Services (3-5 June, Valetta, Malta)**;
- 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);
- with colleagues' organisations and partners support for the organisation of the **7th World Congress on Probation (14-16 April, Bali, Indonesia)**;
- participate in and contribute to the **annual European Judicial Training conference**;
- participate in and contribute to the **Victims' Rights Platform**;
- participate in and contribute to the **annual ESC-EuroCrim conference (9-12 September, Warsaw, Poland)**.

ACTIONS

- **maintain regular contact** with officers of the European Commission Directorate-General for Justice and Consumers, members of the Cabinet of the Commissioner for Justice and other Directorates as appropriate;
- **consult with the EC Directorate-General for Justice and Consumers on strategic priorities** related to probation and community sanctions;
- provide an **annual end of year report** (technical report) on activities and achievement in relation to the Operating Grant expenditure and funded actions in 2025;
- produce an **annual 2027 plan and actions for the EC Operating Grant funding**;
- **contribute with expert advice and by proposing European specialist** who can draft any documents and proposals for Recommendations;
- **support and promote the CoE SPACE II** data gathering on probation and community sanctions;
- **support and promote the European Judicial Training** data gathering;
- continue **contributing to new EU Knowledge Hub on Prevention of Radicalisation (successor to the RAN)** 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;
- explore **opportunities for the inclusion of the views and interests** of service users, marginalised groups, volunteers and communities and other minorities in policy and practice development in community sanctions and measures.

To strengthen the internal governance

Over the years, CEP has developed in an organisation with the strong managerial and executing structure. For supporting and making all the actions included in its working plan possible, CEP focuses on developing its own organisation, effectiveness and viability.

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

ACTIVITIES

- organize **2 Presidium Meetings (The Netherlands and Belgium);**
- organize **2 Board Meetings (Belgium and France);**
- organize a **joint meeting with EuroPris Board;**
- organize **regular staff meetings** and **one-on-one meetings with the CEP staff;**
- organize a **regular meeting between the CEP President and Secretary General.**

ACTIONS

- maintain a **sustainable funding structure** for CEP;
- ensure **good order and management in the governance;**
- maintain a **contingency fund to address any financial emergency** that might arise and safeguard the work of CEP ensure that the CEP actions and activities are **in accord with the key objectives as stated;**
- conduct with the support of the CEP Treasurer, **regular financial health checks** and ensure CEP **agility in response to the changing financial and funding climate;**
- **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;
- commission an external and independent **audit of CEP finances;**
- commission an **external evaluation of specific actions of the CEP work 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 audit Report (communications), 2018 (member's engagement), 2019 (methodologies), 2020 (CEP's response to the Covid-19 pandemic with recommendations for future crisis management and service delivery), 2021 (cross-cutting issues including gender with a focus on equity, equality and marginalisation and how these issues are addressed in the CEP events), 2022 (caseload and workload of probation staff across Europe), 2023 (Privacy, GDPR and information security), 2024 (assessment of the CEP evaluation system with a focus on CEP goals, the way CEP evaluates its results/outcomes and impact of its actions), 2025 (the new CEP website's overall perception by the CEP members, particularly in terms of user experience, design and accessibility, content navigation, and overall site structure).

Communication

ACTIVITIES AND ACTIONS

- **publication of 6 digital issues of the CEP Newsletter** to be distributed directly to 1865 email addresses and on other digital sites and platforms, including special editions on relevant topics for Probation and Criminal Justice;
- **release and manage the new [CEP website](#)**;
- **maintain and create a high-quality content for the social media (Facebook, Instagram, LinkedIn and X)**, promote the activities, best practice, experience and knowledge;
- improve and strengthen communications, **developing e-participation tools and virtual tools**;
- publish information on **developments and best practices relating to probation, community sanctions and resettlement of persons who offended** in Europe in media managed by CEP (newsletter, website, social media);
- prepare for an update of **Probation in Europe**, the authoritative source book of probation in Europe;
- continue **disseminating good practices, relevant reports and researches** among its members via its website, newsletter and social media;
- 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;
- continue **implementing new innovative communication tools**, e.g. interviews, YouTube videos to promote probation and community sanctions;
- **further developing the CEP YouTube channel** by delivering a high-quality video content, recordings of the webinars, after-movies of events, interviews with professionals and practitioners;
- continue to **assess data, 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.





Gender and Ethics

Resulting from the recommendations on the 2021 evaluation audit dealing with the topic of cross-cutting equality, equity, marginalization, discrimination and human rights issues CEP has appointed one of the Policy Officers to act as a Diversity Officer to regularly review that policies, strategies and practices employed by CEP are aligned with the EU and international standards in the gender and non-discrimination issues. All existing policies have been reviewed and amendments were proposed to be approved. The role of the Diversity Officer is to highlight the diversity issues, while the role of CEP leadership is to act in response as diversity and anti-discrimination is the responsibility of the organization as a whole. CEP addresses the topic in the section of knowledgebase on its website.

CEP implements gender mainstreaming in its strategy and strives to secure gender-sensitive approach in all its actions as well as gender-based representation, e.g. for Board membership CEP aims at a representative balance in all aspects. CEP specific objectives seek to promote gender equality and non-discriminatory mainstreaming in accordance with the Gender Mainstreaming Toolkit, following the CoE Gender Equality Strategy 2024-2029, the EC LGBTIQ+ equality strategy 2026 – 2030, the CoE Recommendation CM/Rec(2010)5 on measures to combat discrimination on grounds of sexual orientation or gender identity and other related documents..

CEP takes gender equality as **structural priority by including gender equality in all stages of the process of defining, planning, implementing and checking CEP activities** (policies, projects and events). CEP also includes gender perspective as a transversal topic/issue in all its activities and organizing at least one activity per year focused on gender-based violence in probation from the probationer's perspective as well as probation officers' perspective (how to make a gender friendly organisation).

The **Gender Equality and Diversity Policy** published in 2025 addresses gender mainstreaming methods and tools to shape CEP processes and operational workflows that the results and effects CEP's work better meet gender equality objectives. Both CEP staff and Board receive training on gender, non-discrimination and diversity perspective.

Internal organisation

CEP as organisation seeks to promote non-discrimination, diversity, gender equality, well-being, equal treatment, and to ensure equal opportunities and facilitate equal conditions within the staff and lead as an example to CEP members.

Its management focuses on an inclusive leadership - team members are treated equitably, feel a sense of belonging and value, and have the resources and support they need to achieve their full potential, offer specific training and development, often targeted at women.

CEP Staff

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

job title	fte	days per week	responsibilities
Secretary General	1	4 1/2	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 1/2	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	0.5	4 (half days)	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 1/2	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 General Assemblies; management notes and other documents
Policy Officer	0.89	4	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; management notes and other documents; preparing Presidium, Board Meetings and General Assemblies.

Communication Officer	0.89	4	Developing and executing the communications strategy for CEP; developing and managing website, social sites and newsletter; managing the production process of digital and printed publications. Creating video content, such as interviews and aftermovies.
Research Policy Officer	0.5	tbc	Coordinating the implementation of the Research and Development strategy and update of Probation in Europe; managing CEP involvement with the research and development projects; organizing activities and actions related to the research expert group; promoting and disseminating of relevant research news, publications and information among CEP members.



**Co-funded by
the European Union**

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE

Utrecht, December 2025

CEP is the Confederation of European Probation. It aims to promote the social inclusion of people who 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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