

The logo for the Confederation of European Probation (CEP) features the letters 'CEP' in a large, dark blue, serif font. To the right of the letters is a stylized graphic consisting of a solid orange circle at the top, a dark blue curved line below it, and a yellow curved line below that, all set against a light blue background with a faint map of Europe.

CEP

Confederation of European
Probation

ANNUAL PLAN 2017



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Preface



The CEP General Assembly in Bucharest in November 2016 approved a new CEP Statute and introduced new CEP Internal Regulations. The new Statute and new Internal Regulations provide greater clarity and accountability in the governance and management of CEP and ensuring best practice and compliance with legal obligations.

The Statute establishes the status, key objectives and structures of CEP and describes the key functions within those structures. The Internal Regulations provide for the day-to-day management of CEP as a functioning organisation.

The benefits of the clarity and streamlined business management are visible in Annual Plan for 2017 and will contribute to a more effective and efficient CEP delivering real value for CEP members and advocacy for the best use of probation and community measure in criminal justice.

The new CEP Board elected at the XII CEP General Assembly in Bucharest is an energetic team fully committed to implementing the ambitious goals and actions set out in this Annual Plan for 2017 in alignment with the mission, aims and priorities of CEP.

CEP's mission is to promote the rehabilitation and social inclusion of offenders through sanctions and measures implemented in the community. CEP works to enhance the profile of probation, to develop the staff

and leadership of probation and to improve the quality of services on a national and European level.

CEP is a network to enable exchange of knowledge, policy and practice in order to create a strong evidence base for probation. CEP represents probation in European fora and with pan-European bodies. CEP works with governments, NGOs, victims and academic and criminal justice organisations to support and promote the use of community based sanctions. CEP seeks to promote human rights, citizenship and best practice through all its activities

As you will see in the detail of the plan, CEP is focused on actions delivering that mission through a pro-active and high quality programme of activities during 2017 supported by European Commission DG Justice funding, membership income and the co-operation of partner bodies and members.

During 2017, CEP will work to achieve a four-year Operating Grant Framework Agreement with the European Commission for the years 2018 to 2021. Operating Grant support by the European Commission is an essential support developing and delivering the extensive work programme and strengthens the partnership and mutual benefits deriving from it.

In this CEP work plan for 2017 actions are outlined under the headings of the main objectives of CEP (to unite the sector of probation in Europe, to enhance its professionalization and to strengthen its profile), with a description of the developments in the internal organisation and governance.

Over many years, CEP has worked tirelessly to enhance the professionalisation of the probation sector in Europe. In doing this CEP co-hosts and participates in conferences and expert meetings across Europe on critical themes in criminal justice, sentencing and community

measures. During 2017, CEP will extend the number of expert groups and further promote their outputs and actions among members. Conferences, workshops and expert meetings are important instruments in dissemination of new ideas, good practice and shared learning while strengthening networking and engagement among members. Probation in Europe will continue to be developed to maintain its central role as the key information resource and reference point on probation and community measures in Europe.

CEP has been developing its communications strategy and actions over recent years to provide up-to-date information and improve knowledge exchange. In 2017 CEP will review and work to invigorate its communications media including the websites, newsletters, Eurovista and CEP's social media presence for even more effective dissemination of information and engagement with members. Additional suggestions and new ideas are always welcome.

CEPs participation in EC funded projects has been an important vehicle for knowledge development and sharing. CEP will continue with existing and explore opportunities in possible new project calls to utilise these valuable opportunities to advance the objectives and priorities of CEP in partnership with the European Commission and project partners.

CEP, in advocating for probation and community measures, will continue to work to enhance and develop links and co-operative working with other criminal justice networking bodies. Increased mutual understanding and networking strengthens the knowledge and influence of CEP and its members.

Criminal Justice Platform Europe (CJPE) has proven to be an important strategic alliance with Europris and European Forum for Restorative Justice strengthening co-operation and mutual benefits since its inauguration.



Preface

In 2017 CJPE will host its first Summer School in Barcelona with a strong and diverse programme. This will be an invaluable opportunity to share knowledge and experience among participants but also to strengthen the links and shared objectives of the CJPE members. CEP, with existing CJPE members, will explore possibilities to invite other criminal justice bodies with shared objectives to join CJPE.

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

Radicalisation and the dangers caused by violent extremism are paramount concerns of governments and criminal justice systems in European countries. Prison and probation authorities are co-operating to address and share knowledge on radicalisation and/or de-radicalisation. In 2017 CEP will contribute to the EU Counter Terrorism Strategy and the EU Strategy for Combatting Radicalisation and Recruitment to Terrorism by playing an active role in the Prison & Probation (P&P) Working Group of the Radicalisation Awareness Network (RAN) of the EU Directorate-General Home Affairs. CEP and RAN (P&P) will organise the first joint expert meeting of probation professionals on dealing with radicalisation and violent extremism. This meeting is in addition to the work of the CEP expert group on radicalisation which will continue its work.

Just as it has been important to develop a strong network of bodies and interests

in probation and community measures in Europe, it has also been important to develop a worldwide network and forum for the exchange of knowledge and expertise in the field. CEP was a key driver in the development of world forum for probation and community measures. CEP was a leader and important contributor at the first World Congress of Probation in London in 2013 and in the second in Los Angeles in 2015. CEP looks for to participating in and contributing to the third World Congress of Probation in Tokyo, Japan in September 2017.

I believe that this Annual Plan for 2017 is energetic, positive and constructive in meeting the objectives of CEP and its members. Its objectives and actions provide real and tangible benefits for members. It makes important forward strides in strengthening probation and community measures in criminal justice systems across Europe. It advances shared learning and best practice among CEP members. It displays focus and a strong voice for probation and community measures in Europe.

I will look forward to meeting members and working with them in the course of the events and actions outlined in the Annual Plan to achieve the mission and objectives of CEP.

Gerry McNally
CEP President



Vision, Mission, Aims and Priorities

The Vision, Mission, Aims, Priorities and Financial Strategy as outlined by the Board were adopted at the XI General Assembly by the CEP members without further amendments.

Vision for probation in Europe

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

CEP's Mission

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

Aims

- Creating an excellent international member organisation that is transparent, efficient and innovative;
- Appreciating diversity and difference;
- Demonstrating leadership and modelling effectiveness;
- Making probation understandable and accessible;
- Advocating probation at an

international level;

- Focusing on dissemination of probation policy, knowledge and expertise;
- Participating in projects relating to probation and communicating outcomes;
- Bringing together the knowledge base, research and practice to improve learning and outcomes
- Building effective partnerships across the criminal justice sector in Europe;
- Representing the probation sector to European institutions;
- Reaching out to other jurisdictions.

Priorities for 2015 - 2017

- Enhanced networking and sharing of expertise, best practice and innovation among probation bodies across Europe;
- Increased professionalisation and expertise of probation staff and those active in probation related fields of work;
- Increased mutual understanding, co-operation and co-ordination of probation practice among CEP members and across Europe;
- Increased awareness among probation professionals and in European criminal justice systems of FDs 947&829, implementation in as many jurisdictions as possible and better knowledge and expertise in each to enable timely and appropriate application of FDs 947&829;
- Strengthened probation bodies and services in Europe and CEP members, in particular;
- CEP leading or participating in well developed and managed EC funded trans-national projects on relevant probation related issues producing value-for-money and practical results;

- A strengthened and secure CEP as an effective network organisation for the probation sector in Europe;
- Supporting roles for understanding of probation related issues and actions among policy and decision makers in European bodies and national authorities;
- Supporting improved informed decision making by national authorities and European Institutions in the domain of probation and EC legislation.

Financial Strategy - 5 pillars to secure the future

- 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;
- Operating Grant continue in supporting the core business of CEP and delivering excellent services;
- Action Grants to be an active participant in EC funded projects using our pan-European links and services; to take the lead in an EU project, where feasible, and deliver project management;
- Generating income identifying new ways of generating income in line with CEP's values and objectives;
- Developing partnerships expanding sponsorship for specific events.



Strategic objective: building networks in probation and criminal justice

CEP was established 35 years ago by probation services representing ten European countries with the aim of building a network of professionals in probation in Europe and enhancing mutual learning and cooperation between its members.

Over the years, CEP steadily expanded its network, in which it not only included organisations that provide probation services but also organisations that support the development of probation, such as universities, training institutes and research institutes, as well as interested individuals. In addition, CEP liaised with European institutions that are active in developing policy in the field of probation, such as the European Union and the Council of Europe.

Through collaboration with other network organisations as EuroPris, the European Forum for Restorative Justice (united with CEP in the Criminal Justice Platform Europe), the European Forum for Urban Security, and other partners, the impact of the work of CEP engages an increased audience in the European criminal justice sector. Through conferences, seminars, workshops, meetings and visits CEP directly reaches many probation professionals all over Europe. Through its digital communications, social media and publications CEP reaches many more in every European jurisdiction and internationally. CEP membership is still growing. As CEP has done in previous years, CEP will concentrate its efforts in unifying and strengthening the sector of probation in Europe by visiting new member organisations as well as established members. During 2017 CEP:

- Will visit five EU member states in order to strengthen the position of Probation on a national level: Malta, Sweden, Estonia, Slovakia and Finland;
- Will visit the Ministries of Justice of Germany and Spain to discuss CEP membership and related issues.

Criminal Justice Platform Europe (CJPE)

Being aware that probation can only be used to its full potential when its work is aligned with other sectors in criminal justice, CEP works closely with other European professional network organisations active in the field of Criminal Justice. With three of these organisations, EuroPris (representing the European prison sector), the European Forum for Restorative Justice (representing the Restorative Justice sector) and Victim Support Europe¹ (representing the victims), CEP established a framework in which the organisations could regularly meet to align policy, identify opportunities for cooperation and exchange best practices, the Criminal Justice Platform Europe, in October 2011.

Since its launch the Criminal Justice Platform Europe regularly organises expert workshops, advocacy presentations and public conferences. For 2017 the CJPE partners will organise two main events:

- An expert seminar on the implementation of the Victims' Directive in Brussels. The focus will be on Art.25 and 26 respectively on training of professionals and lay people and cooperation between services (Probation, Prison and RJ) in order to provide better support and protection to victims of crime across Europe;
- An International Criminal Justice Summer School in Barcelona. The Summer School will examine vital practice issues, develop new thinking and propose innovations that are relevant to improving work practice. The courses will be run by expert practitioners and the themes will be aligned with the European Union's 2017 Justice priorities: radicalisation, alternatives to detention and efficient justice systems.

As a part of CJPE activities and co-operation, the Platform partners will attend and participate in each other's annual conferences and activities during 2017 where possible.

Affiliation agreements with other network organisations

EuroPris and CEP in their affiliation agreement will organise at least one joint event per year. For 2017 two events will be jointly organised:

- An expert meeting on Foreign National Offenders focussing on Alternatives to detention;
- A workshop on Alternatives to detention focussed on offenders dealing with mental health problems (in accordance to the CoE PC-CP working programme 2017).

International links and networks

CEP has been a key partner in the bi-annual World Congress on Probation since its inception in 2013. In 2017 CEP will contribute to and participate in the World congress on Probation in Japan and will continue with partners to plan futures congresses.

Through affiliation agreements and memoranda of understanding CEP will continue to develop links with international bodies and agencies with shared interests and objectives outside its membership to promote knowledge and use of probation measures and community sanctions in criminal justice.

Communications and representation guidance

As the CEP Officers and Board members and other representatives are increasingly invited and involved in conferences, meetings and events representing CEP it is planned during

1. In 2014 Victim Support Europe withdrew from the Platform.



Strategic objective: building networks in probation and criminal justice

2017 to develop a Communications and Representation Guidance document to provide resources, structure, key messages and guidance for consistency and clarity.

Bursaries

It is an established part of CEP financial planning 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.

- For 2017, CEP has allocated a budget for 10 bursaries of up to €500 each.



Strategic objective: continuous professionalisation of probation in Europe

Promoting professional exchange and enhancing the development of probation practice at a European level was one of the prime reasons in establishing CEP at the beginning of the 1980s. Ever since, the growing importance of probation measures and community sanctions in criminal justice systems and the rapid changes in societies in Europe have led to an ever growing need for knowledge exchange, for debate on issues, for learning from international benchmarks and for the sharing of experience, data and information among members to improve practice and find developing solutions for current problems.

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

CEP has strategically invested in developing its digital communications, social media and publications. These ways of communicating are relatively inexpensive to develop, maintain and update and are easily accessible. They are also particularly effective in reaching key audiences in this increasingly fast moving world.

In 2017, CEP's actions to professionalise the sector of probation in Europe will include high-quality conferences, seminars, workshops and expert meeting and the maintenance and a further development of its communications media.

CEP will invest in exploring how new initiatives can enhance knowledge exchange in rapidly developing issues in probation measures and community sanctions, such as radicalisation. CEP will continue to contribute to the EC-projects in which it is involved as a partner.

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.

During 2017 CEP will:

- Implement the findings of the 2016 Programme audit which reviewed CEP engagement with research and the research community.
- Establish an initial research budget and commission one trans-national study in 2017
- Organise an expert meeting on research and evaluation of community measures as an alternatives to detention in Dublin.

Radicalisation and disengagement

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

During 2017 CEP is committed to develop different activities on the topic of (de)Radicalisation. These activities are organised below as follows:

- Co-operation with European bodies and international organisations active in Counter-Terrorism;
- Events focused on the theme of radicalisation and disengagement;
- Events where the topic of radicalisation is included in the programme;

- EC-Action Grant Projects;
- Communication and information, knowledge dissemination.

Co-operation with European bodies and international organisations active in Counter-Terrorism:

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

CEP has attended several European Commission DG-Justice and Council of Europe round table meetings on Radicalisation. CEP contributed to drafting of the "Guidelines for prison and probation services regarding radicalisation and violent extremism" (2015) and the "Handbook for the prison and probation services regarding radicalisation and violent extremism" (2016) of the Council for Penological Co-operation (Council of Europe).

In 2017 CEP will continue cooperating and collaborating with European Commission DG-Justice, DG-Migration and Home Affairs, the Council of Europe and others and actively participate in implementing their actions to addressing radicalisation.

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



Strategic objective: continuous professionalisation of probation in Europe

- In 2017 CEP will continue to actively liaise with ICCT and disseminate relevant ICCT reports and research among its members via its website and newsletters;

- In 2017 CEP will continue to seek improved co-operation with international co-operation organisations to address Counter-Terrorism issues.

Events focused on the theme of Radicalisation and disengagement:

- CEP will organise an expert meeting on (de)radicalisation including professionals and experts (RAN+ICCT) focused on education and training of Probation Professionals as a follow-up on the expert meeting organised in December 2016. The 2017 expert meeting will identify best practices and programmes in probation and will explore specific training needs including the development of a specific (de)radicalisation module in the Criminal Justice Social Work Curriculum (CJSW);

Events where the topic of Radicalisation will be included in the programme:

CEP intends to include the topic of (de) Radicalisation in its main conferences, seminars, workshops and expert meetings in 2017.

The programme for 2017 will include the following:

- Conference on alternatives to detention for youth and young adult offenders (16-24) will include (de)radicalisation in the programme;

- CEP/EuroPris expert meeting on Foreign National Offenders will include (de)radicalisation in the programme;

- CEP/EuroPris workshop on alternatives to detention focused on offenders dealing

with mental health problems will include (de)radicalisation in the programme (topic in line with the CoE PC-CP working programme 2017);

- International Criminal Justice Summer School. Together with the partners of the Criminal Justice Platform Europe, CEP will continue raising awareness on the theme of “radicalisation and the dangers caused by violent extremists” among its members by dedicating one of the courses of the Summer School to Radicalisation issues.

European Commission Action Grant Projects

In order to support the implementation of the EU-Commission priorities at different levels and to promote cooperation between member states CEP participates as a partner in several EU projects on the topic of Radicalisation.

Local Institutions against violent extremism LIAISE II.

The project is led by European Forum for Urban Security (Efus). The project seeks to prevent radicalisation leading to terrorism and violent extremism by federating European local and regional authorities and strengthening their capacity to prevent and deal with violent radicalisation. As a full partner on this project CEP will:

- Organize an international conference on (de) radicalization in The Hague;

- Develop a pilot initiative on (de)radicalisation in probation and prisons;

- Become part of the European network of local authorities to prevent violent radicalisation;

- Actively participate in five European LIAISE2 seminars and project meetings;

- Disseminate and promote the results of the LIAISE2 project.

Enhancing Cross-border Mutual Legal Assistance and Recognition of Decisions in Counter Terrorism and Preventing Radicalisation in Detention

The project is led by the Academy of European Law (ERA). The main objective of this project is to offer training events that will promote the understanding and learning of various aspects of countering terrorism and radicalisation, with a particular focus on mutual legal assistance between EU Member States.

In this project CEP will:

- Advise on speakers, other experts and programme(s);

- Participate in four seminars on Countering-Terrorism and Preventing Radicalisation in Detention. Two in 2017 and two in 2018.

Counter radicalisation through the Rule of the Law (DERAD)

The DERAD project is led by the Italian Ministry of Justice/Department of Penitentiary Administration. The aim of the project is to produce, test and validate a tool-kit composed of blended e-learning contents, an on-line infrastructure for delivery.

Under this project CEP will:

- Advise on seminar content;

- Advise on speakers and contacting experts;

- Promote and disseminate project outputs and achievements through CEP's network and communications;

CEP is also partner in other AG applications dealing with (de)radicalisation due for decision by the European Commission in early 2017.



Strategic objective: continuous professionalisation of probation in Europe

Alternatives to detention

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

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

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

Additionally, CEP makes an important contribution to alternatives to detention by promoting and supporting skills and development of community based probation measures and community sanctions as alternatives to custody. In 2017 CEP will explicitly address alternatives to detention by:

- Organising one expert meeting on research and evaluation of community measures as an alternatives to detention in Dublin;
- Organising the CEP Directors General Conference on 'Alternatives to detention' in Brussels. This Conference will address probation management and practice issues and EU Commission DG - Justice priorities as well as promoting and disseminating the latest research and best practices on probation measures and community sanctions and other alternatives to detention;
- Organising a Conference on Alternatives to Detention for Youth and

Young Adult Offenders (16-24) in Barcelona as a follow-up of the Conference organised in Lillestrom in 2016;

- Organising one expert meeting on technology supporting probation measures and community sanctions as alternatives to detention;
- Hosting a joint CEP/EuroPris workshop on alternatives to detention focused on offenders dealing with mental health problems (this issue is part of the CoE PC-CP working programme 2017);
- Organising an International Criminal Justice Summer School with CJPE. Together with the partners of the Criminal Justice Platform Europe CEP will continue for focus on its core principle of promoting alternatives to detention by dedicating one of the courses of the Summer School to Alternatives to Detention.

For the six events CEP will disseminate the results and publish them on the CEP website making them available for all CEP members, experts and probation professionals.

Promotion of the principle of Mutual Trust among EU jurisdictions

CEP has been, from the very beginning, promoted the use of legal instruments for enhancing the mutual trust and co-operation among jurisdictions throughout Europe. In this regard, the enactment of Framework Decisions 947/2008 and FD 829/2008 and their transposition into national legislations are paramount achievements for advancing in this goal.

The European Commission having enacted the Framework Decisions is seeking their implementation in Europe. National judicial and correctional systems are not yet familiar with the Framework Decisions. CEP has a pivotal

role in the dissemination of knowledge and support for implementation in practice of these Framework Decisions which are key priorities for CEP in 2017.

CEP in 2017 will:

- Continue updating the existing digital information that supports the implementation of the Framework Decisions, e.g. the websites www.probation-transfers.eu and www.domice.org, as well as the descriptions of probation systems of EU Member States (Probation in Europe);
- Organise one FD 2008/947/JHA expert meeting for practitioners and/or competent authorities with a strong focus on networking, information dissemination and practice development among the participants. Developing mechanisms to enhance the contact between practitioners and/or competent authorities on FD947 transfers will be a priority.

Practitioners and competent authorities from EU member States will be invited to address concrete transfer issues and cases arising in practice between issuing and receiving countries. EU member States with regular transfer traffic will be encouraged in developing sharing and networking processes.

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

Events CEP will disseminate the results of these Framework Decision events and publish them on the CEP website.

During 2017 CEP will continue raising awareness on the promotion of the principle of mutual trust among its members and expert and probation professionals by:



Strategic objective: continuous professionalisation of probation in Europe

- Supporting the dissemination and use of the planned EC handbook on the FD 2008/947/JHA when published;
- Disseminating information and knowledge about best practices via a special Framework Decisions section on its website which has 2000 unique visitors monthly. <http://www.cep-probation.org/knowledgebase/eu-framework-decision-on-probation/> ;
- Publish a special edition of its newsletter on FDs 947 and 829 to be distributed directly to 1725 email addresses in Europe and on other digital sites and platforms.

Activities on other relevant topics

Being established as a 'for-the-members-by-the-members' organisation, CEP has always relied on cooperation with its members, affiliate members or partners in EU-funded projects to organise conferences and workshops.

In close collaboration with partners, CEP will organise three conferences and expert meetings in 2017:

- The annual CEP-EuroPris expert meeting on Foreign National Offenders;
- An expert meeting of the CEP Special Interest Group on Sex Offender Management;
- In co-operation with EuroPris and ICPA, organise the second Conference on Technology in Corrections in Prague;
- Organise an expert workshop on the Victims' Directive with the Criminal Justice Platform Europe (CJPE) in Brussels.

For these three events CEP will disseminate the results and make them available for members, experts and probation professionals by publishing

them on the CEP website.

Another core principle of CEP is to promote the cooperation between members. In order to encourage and exchange knowledge among professionals from different jurisdictions CEP organises study visits to other jurisdictions.

Website, newsletter and social media

The CEP website has become by far the largest repository of information on probation measures and community sanctions in Europe. It has proven to be very effective in providing information to members and other visitors.

The evaluation of the digital communications has been primarily quantitative. The main tool for measuring the use of the websites (e.g. cep-probation.org or euro-vista.org) is the web statistics programme, Google analytics. This helps CEP to determine realistic SMART² goals and measures such as an increase in unique visitors, their interests and the duration of their visits.

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

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

In 2017 CEP will continue to assess data, to plan and implement its

communication plan, approved by the Board during the term, following the new strategy on communications that identifies the new social and professional platforms as key targets for improving the presence of our members in the professional debates generated by our current activities.

For 2017 CEP will plan for:

- Publication of 6 digital issues of the CEP Newsletter to be distributed directly to 1,725 email addresses and on other digital sites and platforms, including special editions on Radicalisation and on Framework Decisions 829 and 947;
- Maintenance and updating of the websites that CEP manages (cep-probation.org; euro-vista.org; starr-probation.org; somec-project.eu; stream-probation.eu; www.circles4.eu);
- Review and updating of communications infrastructure and systems for efficient use of resources and for more effective communications outputs.

EuroVista

EuroVista is a journal that aims to provide an accessible, scholarly and relevant source of information on probation research and practice development in Europe for both academics and practitioners.

EuroVista was started in 2009 with the Institute of Local Government Studies of the University of Birmingham. In 2013, CEP took over the full production of EuroVista, publishing it as an online only journal at www.euro-vista.org. Maintenance of the EuroVista website is managed by CEP under the budget for CEP websites.

During 2017 CEP will:

- Publish two EuroVista digital issues on euro-vista.org;



Strategic objective: continuous professionalisation of probation in Europe

Probation in Europe

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

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

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

In addition it decided that with every update an attempt will be made to include descriptions of probation systems in countries that have not been included in Probation in Europe before.

- During 2017 CEP will continue publishing updated chapters of Probation in Europe on the CEP website. <http://www.cep-probation.org/knowledgebase/probation-in-europe-update/>

European projects

In 2008 CEP identified the European funding programmes as an important opportunity and resource to support cooperation and knowledge exchange between probation organisations in Europe, and to enhance the development of probation practice at a European scale. Therefore CEP actively encourages member organisations to make use of these funding opportunities.

CEP has regularly been asked to join project bids as a project partner, where the role of CEP is to contribute to the project direction, networking, knowledge development and dissemination of the project results.

In 2017, CEP will be involved in at least three projects:

- Local Institutions Against Violent Extremism II (LIAISE II). The project is led by the European Forum for Urban Security (Efus). The project seeks to strengthen the capacities of local and regional European authorities to prevent and tackle the issue of radicalisation leading to violent extremism. LIAISE 2 gathers European cities and regions and develops cooperation throughout Europe within a dedicated network. This approach is in line with the alliance of European cities against violent extremism that was initiated jointly by Efus and the Congress of Local and Regional Authorities of the Council of Europe;
- Enhancing Cross-border Mutual Legal Assistance and Recognition of Decisions in Countering Terrorism and Preventing Radicalisation in Detention. The project is led by the Academy of European Law (ERA). The main objective of this project proposal is to offer training events that will promote the understanding and learning of various aspects of countering terrorism and radicalisation, with a particular focus on mutual legal assistance between EU Member States;
- Counter radicalisation through the Rule of the Law (DERAD). The project is led by the Italian Ministry of Justice/Department of Penitentiary Administration. The aim of the project is to produce, test and validate a tool-kit composed of blended e-learning contents, an on-line infrastructure for delivery.

CEP is also partner in other Action Grants applications due for decision by the European Commission in early 2017: PREPARE and PRE TRIAL DETENTION (Fair Trials).



Strategic objective: raising the profile of probation at a national and a European level

For decades, 'safety' is a topic that is high on the political agenda all over Europe. When it comes to the reaction to the actions perpetrated by offenders, an increasing percentage of the population in most European countries favour firm and severe action. Probation then often is seen as a result of lenient sentencing and as too soft to be effective.

Surveys from different European countries show that people, including opinion formers and decision makers, are generally not enough well informed about what probation work entails. These surveys also show that raising the awareness of the role that probation plays in the criminal justice system leads to more positive opinions.

Therefore an important part of the external relations of probation services anywhere in Europe is to promote probation in their own country as an effective method of punishment, a humane way of dealing with offenders and a cost effective alternative for prison. CEP has always supported its member organisations in these efforts wherever possible.

In 2017 CEP will, on behalf of its members, continue to play a constructive role as 'the voice of the sector of probation' by regularly informing European institutions about the relevant developments in probation in Europe, and by providing necessary information for the development of European policy in the realm of probation.

Council of Europe

The Council of Europe has become an important player in criminal justice policy development in Europe. It contributes to shaping the practice of probation in Europe. The Penological Council (PC-CP) is the body that prepares the Recommendations of the Council of Europe in the domain of probation measures and community sanctions. CEP has non-voting observer status at meetings of the PC-CP. CEP

contributes expert knowledge and information to meetings of PC-CP.

In 2017 CEP will:

- Attend the plenary meetings of the bodies where it holds the status of observer, the PC-CP and/or the European Committee on Crime Problems of the Council of Europe (CDPC) in Strasbourg;
- Contribute with expert advice and by proposing European specialist who can draft any documents and proposals for Recommendations;
- Participate and contribute to the annual COE Conference of Directors of Prison and Probation Services (CDPPS).

European Union - 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) which must be transposed into national legislation and implemented by Member States.

These Framework Decisions had to be transposed into national law by the end of 2011 and 2012 respectively. However, the situation at the beginning of 2016 was that not all Member States have transposed the Framework Decision yet.

In addition, transfers of sentences under these two Framework Decisions that have taken place between the Member States that already have transposed have showed that various obstacles in the execution of the transfers exist. CEP has led initiatives to support implementation of the Framework Decisions and to develop and maintain an accessible and comprehensive source of country specific information with regard to probation systems (Probation in Europe), a website facilitating the

transfer of probation transfers under Framework Decision 2008/947/JHA. CEP has also initiated expert meetings to disseminate knowledge, support members in implementation and awareness of the Framework Decisions. In 2017, CEP will continue to 'mainstream' the promotion of and support for the implementation of the both Framework Decisions :

- By making the topic 'Implementation of the Framework Decisions' a fixed item in CEP communications, e.g. by giving the implementation of the Framework Decisions a regular and fixed place in the CEP Newsletter and EuroVista;
- Continuing of the updating of existing digital information that supports the implementation of the Framework Decisions, e.g. the websites www.probation-transfers.eu and www.domice.org (on case management arrangements in the EU) as well as the descriptions of probation systems of EU Member States (Probation in Europe);
- By publishing and updating on the CEP website DOMICE project system map data information.

This subcontracted work provide users with a unique, effective and valuable resource information on:

- The basic system knowledge necessary for building the trust required to implement Framework Decisions 947 and 829;
- The underpinning information for other cross-border probation co-operation initiatives (e.g. tackling radicalisation; information sharing about mobile serious offenders);
- A short-cut to key data and information for new cross-border or pan-European projects on community sanctions and alternatives to custody.



Strategic objective: raising the profile of probation at a national and a European level

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 2017 CEP will:

- Maintain regular contact with officers of the European Commission Directorate General Justice, members of the Cabinet of the Commissioner for Justice and other Directorates as appropriate;
- CEP is a partner of the core group of “Prison and Probation” of the Radicalisation Awareness Network (RAN) of the Directorate General for Migration and Home. During 2017 CEP will continue to contribute to RAN through participation in the meetings and plenary meetings;
- Work in partnership with RAN P&P to arrange a meeting of probation interests on radicalisation
- Seek to establish an agreement with RAN to become a robust partner in providing input on radicalisation matters related with probation measures and community sanctions.

National level

Regarding advocacy and support for probation measures and community sanctions on a national level, CEP regularly receives invitations and requests from national probation services, Ministries of Justice or others to take part in governmental meetings, speak at conferences or other events in which the importance of probation can be advocated. CEP seeks to use these opportunities as well as its own programme of visits to promote probation.

In many cases, the travel costs for CEP staff can be covered by the inviting organisations. In order to be also able to accept invitations or to make use of opportunities for which travel and subsistence costs cannot be covered by

the hosting organisation, CEP reserves a flexible travel budget for ad-hoc visits.

- This year 2017 CEP reserved a budget for four ad-hoc visits to EU member states probation organisations in order to strengthen the position of probation on a national level.



Internal Organisation

To manage the work of CEP and give direction to the development of the organisation, CEP has planned for 2017:

- To organise 2 CEP Presidium Meetings (one in Utrecht and one in Brussels);
- To organise 2 CEP Board Meetings (one in Dublin and the other in Brussels);
- To organise the Directors General Conference (in Brussels);
- To engage a consultant to evaluate an aspect of the CEP working programme 2017 and deliver a report identifying key issues and areas for improvement.

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; subscription fees; financial reports; preparing the yearly financial audit by the accountant, EU and Audit committee; organising and producing the working papers for the General Assembly; providing membership information; correspondence.
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 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; Preparing Presidium and Board Meetings; management notes and other documents.
Communications Officer	1	4 1/2	Developing and executing the communications strategy for CEP; developing and managing websites; email newsletter; managing the production process of digital and printed publications; advice to members