



# **ANNUAL PLAN 2025**

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## 1 PREFACE

Dear CEP member!

Thank you so much for all your support and partnership during the year 2024. We have done all events that were planned and we listened very carefully to your needs in order to prepare new plan. We are very happy to highlight that our CEP membership is growing and since last year, we have few new members to join our discussions on probation topic during this year and years to come.

Having said that, with great pleasure CEP presents the CEP Annual Plan for 2025. CEP Annual Plan reflects priorities of our members, so it reflects the priorities of the sector of probation in Europe. We do hope that you will recognize your own needs while reading it and synchronize your calendar with the proposed activities.

Previous year, 2024, was filled with various activities, from early January till late December. Thank you so much for your participation in all different roles: from being speaker, workshop leader, active participant, curious participant, bringer of good energy participant, promotor of activities, managerial supporter or silent supporter. Each and every role you had is extremely appreciated and CEP team is grateful to each and every one of you.

In CEP we know that 'sharing is caring' and therefore we would like to ones again thank you for your open approach and willingness to share your knowledge with colleagues from different jurisdictions.

How important it is to discuss your needs, is best shown by this example: the launch of the new Expert Group on Communication and Awareness-Raising starting in 2025 has been initiated by the discussions and outcomes of the 2024 Workshop on Working with Communities and Awareness-Raising held in Prague, Czech Republic.

Year 2025 is especially important for the CEP: this year we will have our CEP General Assembly that gathers every 3 years. Last GA was held in Dubrovnik, Croatia in 2022, this year we will gather in Vienna, Austria. GA is an unique opportunity to have all members around the 'probation table'. As always, the GA will be followed by CEP international conference, this year on the topic of Gender Based Violence.

Also, this year CEP is preparing new proposal of the Framework Partnership Agreement with European Commission, a long term plan of cooperation that sets the ground for numerous activities in line with our 3 key objectives: to unite probation organizations; to professionalize the sector of probation and to raise the profile of probation in the global arena of criminal justice systems.

In CEP Annual Plan 2025 you will find workshops, webinars, trainings, conferences, expert groups and expert networks. You can also find project led by CEP - Erasmus+ Project CoPPER with the aim of promoting a European Volunteering Programme in Probation Services in Europe. On top of it, CEP will be supporting different project that have been created on the margins of CEP activities.

In year 2025 we will go fast forward with CEP involvement in research on probation topics and we will continue to erase a possible gap between academics and practitioners.

CEP will continue to be the bridge between all our members, bringing probation practitioners together to discuss all issues that are common and to help any member to find solution to its own dilemmas.

CEP will continue to have activities both online and in-person, very often in hybrid solutions, to make sure every practitioner has a possibility to take part in our activities.

Dear members, the whole CEP team - Board and staff - is looking forward to our fruitful discussions in 2025.



Jana Špero Kamenjarin  
CEP Secretary General

## 2 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 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 and following the EC Gender Equality Strategy 2020-2025.

### **3 VISION, MISSION, AIMS AND FINANCIAL STRATEGY**

#### **3.1 Vision for Probation in Europe**

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.

#### **3.2 Mission**

CEP is the only European organisation for Probation established in 1981. It promotes the rehabilitation and social inclusion of people who have committed offences through sanctions and measures implemented in the community. It enhances the profile of probation and works to develop the staff and leadership of probation to improve the quality of services at a national and European level. It builds a probation network to enable exchange of knowledge, policy and practice in order to create a strong evidence base for probation. It represents probation in Europe and develops international relationships with governments, victims and academic and criminal justice organisations. It aims to promote human rights and citizenship through all its activities. It champions respect for human rights, compliance with ethical standards in all probation practice and actions and fairness for all in criminal justice. CEP recognises the importance of legitimacy and support in creating public value and confidence in the work of probation organisations and community based sanctions. CEP is committed to collaboration in facilitating cross-sectoral and inter-disciplinary working in achieving innovation, change and results.

#### **3.3 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;
- Promoting the ethical and proper use of community sanctions;
- Focusing on dissemination of probation policy, knowledge and expertise;
- Participating in projects relating to probation and communicating outcomes;
- Bringing together the knowledge base, research and practice to improve learning and outcomes
- Building effective partnerships across the criminal justice sector in Europe;
- Representing the probation sector to European institutions;
- Reaching out to other jurisdictions.

#### **3.4 Financial Strategy – 5 pillars to secure the future**

- 1) Membership fees – to hold membership fees at a level that avoids increasing the pressures on members; to seek to widen the membership and increase the number of organisations in CEP;
- 2) Operating Grant – to continue to work with the European Commission in the context of the Operating Grant Framework Agreement to support the core business of CEP and deliver excellent services;
- 3) Action Grants – to be an active participant in EC funded projects, where appropriate, using our pan-European links and services; to take the lead in an EC funded project, where feasible, and deliver project management;

- 4) Generating income – to identify new ways of generating income in line with CEP's values and objectives to add value to the work of CEP and its objectives;
- 5) Developing partnerships – to expand sponsorship for specific events, develop further linkages and contacts for shared projects, initiatives and events.

### **3.5 Key organisational documents**

1. [Statute](#)
2. [Internal Regulations](#)
3. [Statement on Probation Values and Principles](#)
4. [Gender Equality and Diversity Policy](#)
5. [3 year Strategy 2022-2025](#)

## 4 STRATEGIC OBJECTIVES

### Priorities for 2025

- enhance member's networking, mutual recognition and sharing of expertise, good practice and innovations among probation bodies across Europe;
- increase professionalisation and expertise of probation staff and those active in probation related fields of work;
- increase mutual understanding, co-operation and co-ordination of probation practice among CEP members and across Europe;
- strengthen probation bodies and services in Europe and CEP members, in particular through knowledge sharing, expert meetings, publications and events;
- promote research and knowledge development on probation and community sanctions;
- lead or participate in well developed and managed trans-national projects on relevant probation related issues producing value-for-money and practical results;
- strengthen and secure CEP as an effective network organisation for the probation sector in Europe;
- organise the election of the new CEP Board in the General Assembly, overseeing the transition of responsibilities to preserve continuity, convening the meeting of the new CEP Board;
- adopt amendments to the internal documents (Statute, Internal Regulations etc);
- continue implementing effective governance practices, strong CEP Board oversight and annual audits;
- continue implementing of gender mainstreaming in the strategy and integrating the gender perspective into preparation, implementation and evaluation of CEP activities;
- encourage members to develop/support activities and actions that tackle gender-based violence and discrimination, provide a special training, organize special events, share experience etc;
- participate in/contribute to projects connecting stakeholders within the criminal justice in EU (e.g. e-Capsules on EU law, Framework Decisions projects);
- finalize the CoPPER project;
- develop understanding of probation related issues and actions among policy and decision makers in European bodies and national authorities through advice, information and support;
- increase awareness, implementation and active use of FDs 947 & 829 in as many jurisdictions as possible with better knowledge and expertise to enable timely and appropriate application;
- support better and more effective supervision and resettlement of offenders in their home jurisdictions with some reduction in the use of custody places by non-national offenders and related international communication, translation and post custody costs in the sentencing jurisdiction;
- support improved informed decision making by national authorities and European Institutions in the domain of probation and EC legislation;
- to 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.

### 4.1 TO UNITE, BUILD AND MAINTAIN THE NETWORK

Uniting the probation sector in Europe, building and maintaining networks in probation and criminal justice are essential to CEP business. Its continuously growing network



includes organisations and persons providing probation, universities, training centres, research networks, researchers, policy-makers and expert individuals. 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 officers whose core tasks are the preparation of pre-sentence reports for courts, the preparation of assessments for other criminal justice bodies, supervision of persons and the implementation of community sanctions**. Other relevant institutions and stakeholders in the criminal justice field are reached via the cooperation with other partner organisations.

CEP has **96 members representing 41 EU countries and 52 EU 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 in 2025

- **visit three CEP members** in order to strengthen the position of probation;
- **make the membership visits** to discuss potential membership and other related issues;
- reserve a budget for **6 ad-hoc visits to EU member states probation organisations** in order to strengthen the position of probation at a national level;
- organize the **Conference following the GA on Gender-based violence in Probation (15-16 October, Vienna, Austria)**;
- organize the **Conference on Public Perception of Probation as Penal System (5-7 May, Antalya, Turkey)**;
- support organization of the **7<sup>th</sup> World Congress on Probation and Parole (2026 in Indonesia)**;
- organize an **online Director General meeting (13 March, online)**;
- hold the **Criminal Justice Platform Europe coordination meetings and meetings with partnership organisations**.

### Actions 2025

- 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;
- organize **consultations with members to set up strategic objectives addressing the needs in order to draft the European Commission Framework Partnership Agreement** for the upcoming period;
- **encourage mutual sharing and support, exchange visits and joint meetings among members** on issues of mutual interest and potential benefit.

#### 4.1.1 European and international links and networks

CEP has in place a series of agreements and memorandum 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), Terre des Hommes, Fair Trials 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), Prevention of Crime and the Treatment of Offenders (UNAFEI), 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.

Memorandums of Understanding are: Criminal Justice Platform Europe, United Nations Office on Drugs and Crime (UNODC), World Congress on Justice With Children, Ministry of Justice of Kyrgyz Republic.

#### 4.1.2 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 make contact with 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 organisation are interested in participating in the Matchmaker Project please contact the CEP secretariat: [secr@cep-probation.org](mailto:secr@cep-probation.org).

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

## 4.2 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 2025, 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 in 2025

- organize the 7<sup>th</sup> edition of the **International Criminal Justice Summer Course (1-4 July 2025, 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 **(10-11 September, Brussels, Belgium)**;
- organize an **Expert Group meeting on Research (November, place tbd)**;
- organize an **Expert Group meeting on Violent Extremism (11-12 March, Cologne, Germany)**;
- convene an **Expert Group meeting on Gender-based violence (30 April, online)**;
- convene an **Expert Group meeting on Caseload and Workload (18-19 February, Zagreb, Croatia)**;
- convene an **Expert Group meeting on Technology in Probation (2-3 April in Tbilisi, Georgia)**;

- convene an **Expert Group meeting on Mental Health (13 November, online)**;
- convene an **Expert Group on Communication and Awareness-Raising (9 June, Prague, Czech Republic)**;
- organize a CEP & EuroPris **Expert Group meeting on Foreign Nationals in Prison and Probation (November, place tbd)**;
- organize an **Expert Network meeting on Education and Training in Probation (25-26 March, Agen, France)**;
- organize a **meeting for Chairs of the Expert Groups (9 December, Utrecht, The Netherlands)**;
- organize a **series of webinars** on the topics of:
  - **alternatives to detention (23 January)**,
  - **violent extremism and assessment (22 May)**,
- organize the 5th edition of the **Core Correctional Skill training (29 September-3 October, Barcelona, Catalonia-Spain)**;
- organize a **CEP & EuroPris Workshop on Transition from Prison to Probation (2-3 December, Barcelona, Catalonia-Spain)**;
- organize activities, actions and regular meetings related to the **CoPPer project, draft a final report for the project and organize a final conference (November, The Netherlands)**.

### **Actions in 2025**

- continue developing and updating the existing digital information to support the **implementation of the Framework Decisions** as well as the update of the descriptions of probation systems of EU Member States ([Probation in Europe](#));
- 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;
- 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 on 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;
- **increase awareness on the topic of gender-based violence** and disseminate information on the Istanbul convention, the Council of Europe Convention on preventing and combating violence against women and domestic violence (CETS No.210);
- **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.

#### 4.2.1 CoPPer Project (2022-2025)

The Cooperation to Promote a European Volunteering Programme in Probation Services (CoPPer) project aims to **create and improve social models that support the values of European unity and solidarity** in the fight against the COVID-19 pandemic. It responds to the EU Strategic Agenda 2019-2024 by promoting the **active engagement of citizens and civil society as supporters in the social inclusion of offenders** and ensuring that we all play our role as key guarantors of a common European culture of the rule of law and democracy.

CoPPer's main idea is to **increase community participation as a vital element** that can enhance the work of probation staff in supporting these often low-qualified adults to pursue education, training and employment opportunities once outside prison or while serving community sanctions. The project proposes to **train volunteers in the community to provide informal support, advice and guidance to probationers**. They can act as a stepping stone for the probationers' social reintegration by motivating them for behaviour change, helping them enhance their competencies, access to adult education opportunities, look for a job, or just represent a pro-social model. Criminal justice systems (CJS) have a complex mission: rehabilitation and resettlement of offenders. In the pursuit of their mission, the CJS should be knowledgeable and open to the importance of partnerships and inter-agency cooperation with community-based organisations (UNODC, 2012). This priority responds to the CoE's Guidelines (2019) on recruitment, selection, education, training and professional development of prison and probation staff, to the CoE' Probation Rules (2010), and the Recommendation CM/Rec(2017)3 on the European Rules on community sanctions & measures. The Tokyo Rules encourage public participation in community-based interventions, stressing the importance of the role of volunteers in boosting "offenders and their families to develop meaningful ties with the community and a broader sphere of contact by providing counseling and other appropriate forms of assistance according to their capacity and the offenders' needs" (rule 19.2). Also it responds to the 2021-2024 European judicial training strategy, promoting cross-border network, participation in training and upscaling the

digitalisation of justice (through blended-learning training).

### Partner organisations

- Confederation of European Probation, NL
- APROXIMAR- COOPERATIVA DE SOLIDARIEDADE SOCIAL, PT
- DIRECAO-GERAL DE REINSERCAO E SERVICOS PRISIONAIS, PT
- Stichting Reclassering Nederland, NL
- The Probation Service, Department of Justice, IE
- UNIVERSITY COLLEGE CORK -NATIONAL UNIVERSITY OF IRELAND, CORK, IE
- European Strategies Consulting, RO

### 4.3 TO RAISE THE PROFILE OF PROBATION

The firm and severe actions towards the offenders are, even in the 21<sup>st</sup> 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 offenders 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 2025 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 in 2025

- participate in and contribute to the **annual CoE Conference of Directors of Prison and Probation Services (24-25 September, Krakow, Poland)**;
- 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 **7<sup>th</sup> World Congress on Probation (2026, Indonesia)**;
- participate in and contribute to the **European Judicial Training conference**;
- participate in and contribute to the **annual ESC-EuroCrim conference (3-6 September, Greece)**.

### Actions in 2025

- **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 2024;
- draft the **European Commission Framework Partnership Agreement 2026-2028** and **produce a 2026 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 people on probation, marginalised groups, volunteers and communities and other minorities in policy and practice development in community sanctions and measures.

#### 4.4 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 in 2025

- organize the **General Assembly (15 October, Vienna, Austria)**;
- organize **2 Presidium Meetings (Catalonia-Spain and Belgium)**;
- organize **3 Board Meetings (Ireland and Austria)**;
- 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 in 2025

- 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**;
- organise the election of the new CEP Board in the General Assembly, overseeing the transition of responsibilities to preserve continuity, convening the meeting of the new CEP Board;
- adopt amendments to the internal documents (Statute, Internal Regulations etc);
- **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).

## 5 COMMUNICATIONS

### Activities and actions in 2025

- **publication of 6 digital issues of the CEP Newsletter** to be distributed directly to 1750+ 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:** [www.cep-probation.org](http://www.cep-probation.org);
- **maintain and create a high-quality content for the social media (Facebook, 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 offenders** 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. vodcasts, podcasts, 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, 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.

## 6 GENDER AND ETHICS

Resulting from the recommendations on the 2021 evaluation audit dealing with the topic of cross-cutting equality, equity, marginalisation, 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 organisation 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 and following the EC Gender Equality Strategy 2020-2025.

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).

In 2024 CEP finished drafting the **Gender Equality and Diversity Policy** for its activities and internal organization (Board and staff). It includes 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.

## **7 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.

### **7.1 CEP STAFF**

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

<b>job title</b>	<b>fte</b>	<b>days per week</b>	<b>responsibilities</b>
Secretary General	1	4½	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	3½	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 Supporting 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	4½	Analysing developments in European probation and related fields; providing strategic advice to the Secretary General how to respond to these; facilitating EU-funded projects (FPA, OG, AG); Expert group meetings and conferences; Preparing Presidium, Board Meetings and General Assemblies; management notes and other documents.
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.
Communications 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.

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