

DECISION 28/2014/GB
OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE
ADOPTING THE PRELIMINARY DRAFT WORK PROGRAMME 2016

Adopted by the Governing Board
on 11 November 2014

THE GOVERNING BOARD,

Having regard to Council Decision 2005/681/JHA of 20 September 2005 establishing the European Police College (CEPOL)¹, and in particular Articles 10(9)(c) and 15(5) thereof;

Having regard to the proposal of the Director;

Having regard to Regulation (EU) No 543/2014 of the European Parliament and the Council of 15 May 2014 amending Decision 2005/681/JHA by changing the seat of CEPOL to Budapest;

Having regard to the Budget 2016²;

HAS ADOPTED the Draft Work Programme 2015 as detailed in the Annex to this Decision.

Done in Rome, 11 November 2014

For the Governing Board

*Rossanna Farina
Chair of the Governing Board*

¹ OJ L 256, 1.10.2005, p. 63. Decision as amended by Regulation (EU) No 543/2014 (OJ L 163, 29.5.2014, p. 5).

² Decision 29/2014/GB of the Governing Board of the European Police College



European Police College

Preliminary Draft Work Programme 2016

November 2014

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Preliminary Draft Work Programme 2016

1 Introduction

A number of significant developments in the area of Justice and Home Affairs (JHA) are expected to have an impact on CEPOL. As these developments add a degree of uncertainty on the way CEPOL will be delivering its core business in the future, the Work Programme 2016 needs to retain a level of flexibility in its current planning phase.

On 16 July 2014 the European Commission published its proposal³ for a Regulation of the European Parliament and of the Council establishing a European Union agency for law enforcement training (CEPOL), repealing and replacing Council Decision 2005/681/JHA. Although the final regulation is not expected to enter into force before the beginning of 2016, CEPOL is closely following the consultation of this proposal throughout the legislative process as it prepares itself for the challenges its new mandate will entail.

Year 2016 will be the second for the Agency to operate from its new seat in Budapest. The focus at that point will be on how best to prepare and deliver on tasks stemming from its new legal basis and possibly the European Law Enforcement Training Scheme as the new CEPOL regulation could significantly influence CEPOL's role in the JHA area.

The Communication of the EU Commission on the resources of the decentralised agencies 2014-2020⁴ is a call for synergies and rationalisation. CEPOL amongst the other EU agencies will have to compete for resources - CEPOL has already relinquishing one post of its establishment plan due to the 5% cut to all agencies' posts.

Activities listed in the Preliminary Draft Work Programme 2016 (PDWP 2016) take into account the short-term strategy. The new short-term strategy document for the transition of CEPOL (2015-2016) has been set, at this stage, as the main driver for the activities listed in the Preliminary Draft Work Programme. On 11 March 2014 the European Commission published its Communication on *an open and secure Europe*⁵ which embodies the future European Agenda for Home Affairs. CEPOL is following closely any developments for a successor to the Stockholm Programme and will incorporate these elements into its Work Programme.

The Multi-annual Financial Framework (MFF) 2014-2020 will have an impact on CEPOL's budget and scope of operation. Although it may not be excluded that allocation of new tasks may lead to an increase in the agency's budget, it is premature to discuss the real scope of any change.

During the five years of the CEPOL strategy plan (2010-2014) implementation, CEPOL has become a mature organisation applying modern planning and monitoring tools, ensuring effective delivery of high quality training products.

³ European Commission, Brussels, 16.7.2014 COM(2014) 465 final, 2014/0217 (COD)

⁴ Communication from the Commission to the European Parliament and the Council: *Programming of human and financial resources for decentralised agencies 2014-2020*, COM(2013) 519 final

⁵ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions: *An open and secure Europe: making it happen*, Brussels, 11.3.2014, COM(2014) 154 final

Implementation of the first five-year evaluation recommendations, as agreed by the Governing Board, will have been completed and a new five-year evaluation of CEPOL is expected to have been finalised covering the period 2011 to 2015.

Without prejudice to further legal developments, the European Law Enforcement Training Scheme (LETS) principles continue to guide CEPOL's core business.

In the area of Serious and Organised Crime, the first fully-fledged EU Policy Cycle 2014-2017 will be in the third year of full cycle operation hence calling CEPOL to deliver on its objectives, taking into account the excellent results achieved by the agency during its pilot phase.

All activities will be focused on the priorities identified during the training needs analysis and clearly linked to the goals and objectives of the updated/new CEPOL Strategy and the progress will continue to be monitored by the Balanced Scorecard or successor instruments.

2 Main planning principles

Circular planning principles will continue to be applied ensuring the following:

- Evaluation results of the activities implemented in 2015 will be assessed to determine effectiveness of products delivered and any need of their adjustment;
- Training Needs Analysis will be used as a key instrument in determining where and which training and learning activities are required;
- Clear links to the new short-term Strategy of CEPOL will be establish;
- CEPOL's management tools such as Risk Register and Management Plan will be coherently further developed with the Work Programme.

The Work Programme will continue contributing to the EU policies, particularly the successor of the Stockholm Programme, Internal Security Strategy and its Action Plan, EU Policy Cycle for organised and serious international crime and the related action plans;

Stakeholders', especially Network's, input and involvement at all stages of the planning will be ensured by the continued use of the results of the stakeholder surveys and regular stakeholders' consultations.

Without prejudice to future legal and operational developments, CEPOL may have to deal with:

- possible extension of its mandate both in terms of target group and operational business;
- coordination role in the European Law Enforcement Training Scheme framework;
- requirements for certification of its products and trainers;
- possible enhanced role vis-a-vis EU support to Capacity Building in Third Countries and in support of CSDP operations;

CEPOL will plan its operational business, offering training products on the basis of multi-layered portfolio approach to thematic requirements.

The activities that are included in the Preliminary Draft Work Programme 2016 are in line with CEPOL short-term strategy. The Performance Indicators though are in the process of being updated subject to approval by the Governing Board; for this reason they have been omitted in this version.

3 Work programme activities

Goal 1	An enhanced independent CEPOL capability that delivers satisfactory, effective and efficient training and education services	
Activity		Performance indicator
1.1	Development of a methodology for a four-year Strategic Training Needs Assessment (STNA) and annual Training Needs Analysis (TNA)	tbc
1.2	Based on TNA identify topics guided by LETS approach and develop portfolios	tbc
1.3	Implementation of Master course 'Policing in Europe'	tbc
1.4	Further alignment of the European Police Exchange Programme (EPEP) with EU priorities and incorporation of the EPEP into LETS	tbc
1.5	Ensure participation of candidate countries and ENP countries to EPEP	tbc
1.6	Contribute to the harmonisation of the training programs across EU through the common curricula and Training Manuals	tbc
1.7	Extend and further develop e-learning tools	tbc
1.8	Enhance the delivery of webinars from all across the CEPOL network	tbc
1.9	Provide support to experts' and users' platforms	tbc
1.10	Implementation of revised evaluation methodology	tbc
1.11	Assist the access to scientific and research material to stakeholders through further development of the research database	tbc
1.12	Establishment of new cooperation channels among scientific experts and practitioners	tbc
1.13	Establishment of a CEPOL Research Award and acknowledgment system	tbc
1.14	Further develop Lecturers, Trainers and Researchers (LTR) database	tbc

3.1 Portfolio based programming of CEPOL learning activities

3.1.1 Strategic Training Needs Assessment (STNA)

STNA was delivered in 2012. Further STNA products have been postponed until the new CEPOL legal basis is adopted. CEPOL will assess the need to modify its approach to the STNA to reflect

the needs for a strategic analytical product. It is proposed to implement a STNA every four years and extend its scope beyond organisational development needs of CEPOL. Instead, this product would look into the EU law enforcement strategic training needs. In 2016 a methodology for a four-year STNA will be developed. The services of externally contracted consultancy services for the development of STNA will be considered. Relevant actors, such as JHA agencies, Member States, the Commission, Council and international partners will participate in development of the methodology.

3.1.2 Operational Training Needs Analysis (TNA)

The TNA tool will be applied for assessing needs - whether the EU level training is needed - and identification of the most suitable training and learning solutions for identified themes and target groups. As in the case of STNA above, the use of externally contracted consultancy services for the further development of annual TNA methodology will be weighted and considered in light of the new CEPOL mandate expected to come into force in 2016.

3.1.3 Multi-layered portfolio approach to thematic education and training.

Based on the outcomes of the TNA, CEPOL will decide on its response to the EU level training needs. A strict thematic based approach in line with the LETS principles will be applied where the following factors will be crucial in selection of intervention solutions:

- Competencies which need to be developed/strengthened;
- Training need (how many need to receive training and to which extent: awareness, in-depth and specialist/expert needs);
- Recommended choice of complimentary training and learning options;
- Available resources.

Selected themes will derive from the EU policies, such as the Internal Security Strategy (ISS), the successor of the Stockholm Programme, the EU Policy Cycle, other law enforcement cooperation instruments (especially emerging ones). It is expected that a portfolio approach will be fully implemented for the EU Policy Cycle priorities. CEPOL will consider using the grants instrument not only for implementation of individual courses, but for developing full thematic portfolios, comprising online learning delivery as well as implementation of related residential courses. In such a manner, full complementarity would be achieved and the needs would be met to a much greater extent.

3.2 Development of education and training products

3.2.1 Education and training activities

Residential (classroom) learning is one of the most effective tool for building homogenous skill and knowledge base in the international environment. It also facilitates effective network-building across the EU law enforcement arena. Therefore residential activities such as courses, seminars and workshops will remain one of the key products of CEPOL, to be delivered through the network of training institutes. Topics will be determined by the process described in the previous section, will derive from STNA and TNA, and will be guided by the LETS approach. Training activities will form part of a portfolio-based approach to selected themes and will interface with other learning solutions, such as online modules. Preparation of follow-up phases may be implemented through

online seminars (webinars), etc. Bearing in mind the need for continuity for several activities already approved by the Governing Board, such as Master Course 'Policing in Europe', Leadership Programme, as well as the need to communicate CEPOL's commitment to external stakeholders - particularly in the area of the EU Policy Cycle and CSDP training, Annex 1 lists the activities proposed to be adopted by the Governing Board. These activities will not be included in further prioritisation exercises.

The planning of activities will be affected by the new CEPOL mandate and at this stage of the Preliminary Draft Work Programme is indicative.

The new Participants Management application will be further enhanced following its first year of implementation and as part of the normal lifecycle of an application.

The application of various delivery tools will ensure sustainable lifelong learning impact. CEPOL will continue to standardise and adopt, at Governing Board level, selected course curricula such as Leadership Programme and SPOPCOP. These curricula will be re-assessed every two years to reflect the changing operational environment.

The implementation of the first pilot of the Master Course 'Policing in Europe' in 2016 will contribute to strengthening education of law enforcement officials.

Use of a centrally contracted event organiser will be offered to the network as an optional solution for the implementation of residential activities in Member States. Such approach will facilitate better use of specialist expertise available in the Member States, by relieving course organisers from a number of administrative burdens which could be taken care of by the agency itself, thus allowing for a stronger focus on activity design by the Member States. Alleviating the administrative burden on Member States also facilitates effective budget planning and activity implementation.

3.2.2 European Police Exchange Programme

By 2016, the European Police Exchange Programme (EPEP) will have become a permanent feature of CEPOL's training portfolio, given the success of its implementation which, it is reasonable to believe, will be corroborated by the results of its evaluation exercise. This tool will be incorporated into the European Law Enforcement Training Scheme (LETS) and complement other training and learning activities offered by CEPOL, particularly Leadership Programme and EU Policy Cycle priorities. Stronger links with operational learning needs will be ensured.

Participation of Third Countries will have become a routine feature, in particular with reference to Candidate Countries and European Neighbourhood Policy Countries in the Eastern Partnership; possibilities shall be explored to extend EPEP to other geopolitical areas such as the MEDA Region and/or to Strategic Partners of the European Union, including the United States of America.

A multi-layered, interlocking approach should be adopted, giving the possibility of 'clustering' exchanges according to regional and/or thematic perspectives, but at the same time maintaining the utmost level of flexibility to meet the needs of the law enforcement community.

In 2016 CEPOL will implement EPEP in line with or exceeding the scale of the previous years, depending on available budget, and will continue to allocate sufficient human and financial resources to its implementation. EPEP will continue to be aligned with the priority topics of EU policies.

Following the results of the evaluation to be conducted in 2015, possible recommendations will be taken into consideration and implemented in 2016 whenever feasible.

3.2.3 (Common) Curricula/Training manuals

By 2016 Common Curricula (CC) will on one hand be made available to wider audiences including CSDP Missions, International Organisations and Third Countries, and on the other hand will have determined their continued relevance in the harmonisation of practices across the EU and the move to a new business model in the area of harmonised training programs. CEPOL will continue to support the MS in the integration process of these training materials.

3.2.4 Use of e-learning systems

Effective use of e-learning tools in learning process enables larger audience to be reached. Existing tools will be used to a greater extent in implementing the activities. CEPOL's Learning Management System (LMS) will become integral part of courses and seminars as a learning and knowledge platform. Further e-learning opportunities will be sought in light of possible significant IT developments, which would open up possibilities for improving CEPOL's online education portfolio and instruments.

Online seminars (webinars) will continue to evolve in a planned manner as well as cater to ad-hoc training needs. However, planned large-audience targeted online seminars will be further incorporated into the Work Programme to allow adequate preparation both on the side of organisers and participants. By 2016 webinars will be delivered all across the CEPOL network and not only centrally, in application of the principle of direct involvement of the network in development and delivery of modern learning products.

Further development towards online courses will be investigated and formalised.

Support to experts' and users' platforms will continue to be one of the key activities to ensure effective tools for exchange of knowledge, experience and best practice.

A revised business model for the e-learning with the help of external consultancy will be developed. By 2016 it is reasonable to expect that CEPOL will move towards a business model in which online modules shall be developed via a different set of sources and engaging a wider variety of actors, and that online modules shall be more closely linked to the delivery of residential courses. Modules will become multi-layered, complemented by specialised sub-modules in selected areas such as cybercrime, the EU Policy Cycle or others. The network involvement in the provision of content shall remain a priority. Further attention will be devoted to ensuring the actuality of their content and their continued updating process.

3.2.5 Quality assurance of learning – education and training

Continuous improvement of CEPOL activities aiming at achieving training of excellence calls for the application of a revised homogenous and comprehensive evaluation methodology, which will be applied to all training and learning options. This is necessary to assess successfulness of applied portfolios. In such a manner portfolio activities will be evaluated as a whole and individually indicating whether the aims of activities and the portfolio in general are achieved and whether the invested resources are adequate.

Further accreditation of CEPOL products will be sought to ensure they are of the highest quality and contribute to the professionalization of law enforcement officers. Certification mechanism will be looked at encompassing training and learning activities.

Evolving learning environment and knowledge management will be encouraged and nurtured, and diverse training and learning systems offered. Standardisation of the products will be implemented at a select number of topics/activities.

3.2.6 CEPOL will be developed into a European law enforcement knowledge base

Developments in the area of research and science will very much depend on possible extension of CEPOL’s mandate. To enhance the capacity in the area of knowledge management CEPOL will continue to monitor relevant sources of knowledge and scientific findings that are potentially relevant to the planning, implementation and further strategic development of CEPOL’s core business; transfer of knowledge from the EU and outside it to law enforcement agencies will be a priority. Research database is to be further developed to facilitate stakeholder access to scientific and research materials.

Knowledge management will have become one of the priorities of CEPOL operations working towards the agency becoming law enforcement knowledge and best practice depository. Closer links between research findings and training and learning activities will be sought and applied making research and findings of the law enforcement science an integral part of CEPOL’s select thematic priorities, especially those dealing with emerging trends and applicable investigation and prevention techniques.

CEPOL will continue providing access to law enforcement officers, researchers and scientists to online scientific resources. LTR database will be further developed and made available.

The agency will strive to encourage and establish new cooperation channels among scientific experts, research projects and practitioners and to continue the promotion of a European approach to the police science and policing. Researchers and trainers databases will continue to be improved with clear processes established.

CEPOL will investigate the possibility of identification of financial resources to support researchers and establishment of CEPOL Research Award and acknowledgement system.

There will be one annual CEPOL conference which will have become a flagship event with think-tank qualities. This shall become a recognized event and contribute to CEPOL’s advisory role. Clear annual goals and aims will be set for this yearly event.

3.3 External relations

Goal 2	Strengthening the CEPOL network and enhancing the external relations	
Activity		Performance indicator
2.1	Enhance Network Experts’ involvement in activities related to Third Countries	tbc
2.2	Extend cooperation to European Neighbourhood Partnership countries, in particular Southern countries, as well as Strategic Partners of the EU	tbc
2.3	Further involve Third Countries into	tbc

	selected CEPOL training activities to reach their European Partnership Objectives	
2.4	Maintain close dialogue and cooperation with, as well as responsiveness to, the needs and inputs formulated by EU institutions and other JHA agencies	tbc

3.3.1 External relations will be considered and dealt with as the corner stone of partnerships

External Relations are fundamental in supporting CEPOL’s role as a key JHA agency, and to promote a European approach to law enforcement training. This strand of work of the agency will continue to thrive in 2016, making sure that the Agency remains engaged at all relevant level of EU policy making in the JHA area and continues to contribute to better coordination and cooperation among other EU and international actors in the delivery of training. The External Relations function shall also contribute to communicating the Agency’s key products and achievements among partners and stakeholders, and shall play a supporting role in fostering further effective coordination and synergy with other EU JHA agencies especially in view of CEPOL’s coordinating training role.

By 2016 CEPOL will have concluded Working Arrangements with all countries which will have achieved Candidate Country status by 2015, and expanded its reach to more Eastern Partnership countries within the ENP, and will have initiated formal cooperation with at least one ENP southern country. Cooperation with Strategic Partners of the EU shall be furthered, in line with the available resources and overall EU priorities.

CEPOL shall explore ways to further assist Third Countries, primarily the Candidate and ENP Eastern partners, to reach their European Partnership objectives by further involving them into CEPOL activities and by devising specific initiatives for their benefit. Engagement of CEPOL Network experts will be explored in line with the resources available, to promote European best practices in cooperation with Third Countries.

Engagement with Third Countries other than Candidates and ENP partners shall be primarily pursued through ad-hoc projects funded outside of the main Community subsidy and shall nevertheless be undertaken only after a careful assessment of available resources.

3.4 CEPOL will be lead and managed as a top-ranking innovative EU agency

Goal 3	Maintaining and improving the effectiveness of the current governance structures and processes whilst preparing for future commitments	
Activity		Performance indicator
3.1	Ensuring business continuity while preparing the organisation for its new mandate	tbc
3.2	Continuous development and strengthening of the internal control mechanism	tbc

3.3	Finalisation of recruitment of the vacant positions resulting from CEPOL's relocation	tbc
3.4		

3.4.1 Change management

2016 will be the second year following relocation of the agency and the year in which CEPOL will be functioning in the context of preparation for its new legal basis. Planning for 2016 will be scenario based in order to ensure necessary flexibility to adjust the Work Programme with new developments, which are not yet clear.

It should be considered that the changes will impact across all aspects of the operational and administrative business of CEPOL to some extent. A priority within 2016 will be to ensure business continuity while at the same time transforming the organisation to reflect its new mandate. Planning procedures will be re-evaluated and adjusted

CEPOL in its new form, it is believed, will enter the stage of stabilisation, which is imperative for further streamlining of processes and development.

3.4.2 Quality Management

The Balanced Scorecard analysis and reporting

The Balanced Scorecard (BSC) is being used as a tool that provides management with a periodic (quarterly) assessment of how well the agency is progressing toward achieving its strategic goals and operational targets. It complements the new strategy cycle introduced in 2015. The top and middle management continues to use the BSC in strategic and operational planning through regular monitoring and feedback.

Certification of the CEPOL Management System

A certified management system can demonstrate the agency's commitment to quality and stakeholder satisfaction. Maintaining a certified management system helps CEPOL to achieve consistency, improve internal processes, and fulfill legal obligations. In 2016 the CEPOL management system will be prepared for external certification in line with the ISO 9001 requirements.

3.4.3 Data Protection

CEPOL is committed to safeguard the privacy rights of individuals in relation to the processing of their personal data. The adoption of a new EU data protection regulation may have a significant impact on the way personal data is processed in the agency. To maintain compliance, CEPOL continues to cooperate with the European Data Protection Supervisor and the network of Data Protection Officers of EU bodies. Data Controllers, Data Processors, newcomers and relevant external parties will continue to be trained to secure the needed technical and organisational awareness. As in previous years, the European Data Protection Day will be marked with a dedicated workshop.

3.4.4 Effective Internal Control System

The financial workflow implemented by CEPOL is a partially decentralised model and follows the four eyes principle. CEPOL performs the ex-ante operational and financial verifications on each financial transaction.

In order to ensure functional discipline, creation and maintenance of an effective internal control system, CEPOL management adopts on an annual basis an Internal Control Plan based on which the ex post verifications are conducted within the agency as well as at the level of the grant beneficiaries.

On an annual basis, and in particular during the preparation of the Annual Activity Report, the management assess compliance with the requirements of the Internal Control Standards. There is regular follow-up of the action plan in order to ensure the established measures for developing, maintaining and strengthening the internal control are implemented.

The Internal Audit Service provides independent, objective assurance and consulting services designed to add value and improve the operations of CEPOL. As stated in the Financial Regulation of CEPOL, the internal auditor of CEPOL is mandated to assess the suitability and effectiveness of the management and control systems in accordance with the applicable regulations.

The European Court of Auditors, or an external auditor, audits the annual accounts of the CEPOL every year.

Additionally, by Decision 24/2010/GB, an Internal Audit Panel has been established in order to deal with matters related to audit process, the system of internal control and the financial reporting process, being a GB advisory organ for decisions regarding the financial management of CEPOL.

The audit findings of the internal and external auditors are subject to specific action plans that are regularly monitored with regards to their implementation in view of continuously improving the operations of CEPOL.

3.4.5 Managing human resources as the greatest assets of CEPOL

In 2016 CEPOL's structural changes are aimed to be completed in line with the Multi-annual Staff Policy Plan. It is expected that following relocation, the agency will require stabilisation of human resources. Finalisation of recruitment of vacant positions will be one of the priorities.

A new legal basis and the new Financial Perspective (2014-2020) should be considered to have the potential to impact upon the Establishment Plan of CEPOL and future human resource planning.

3.4.6 Budget management ensures implementation of Annual Work Programme and contributes CEPOL's future innovation

2016 will be the third year of the MFF 2014-2020. The MFF 2014-2020 has been established in times of austerity. However, as the new legal basis for CEPOL is still under discussion it would be premature at this stage to pre-empt the allocation of additional financial resources made available to the Agency for 2016. This is mainly due to the fact that the expected new legal basis will add new tasks related to the implementation of LETS.

3.4.7 Stakeholder relations and communication

Communications will be used to promote the new CEPOL and build its reputation as a platform of excellence for learning.

CEPOL will build upon its established communications products (e.g. Annual Report; fact sheets; etc.) to provide information to key decision makers. In addition, CEPOL will continue to provide its network partners with promotional materials targeted to current and potential course participants.

The web will continue to be the main communications channel and CEPOL will therefore focus on developing communications materials that are web-friendly (for use of public website and e-Net), such as e-books and materials that can be disseminated through handheld devices. Social media will continue to play a role and shall be used to a greater extent to advertise and promote the work of the agency and its Network.

Reaching a wider audience and engaging with more target audiences will be part of the 2016 communications plan. CEPOL will also try to cooperate with appropriate media to ensure that messages reach the widest audience possible.

4 Risk management

The following areas pose a risk to the programming of 2016 and further development of the CEPOL business activities:

- Different policy options on the CEPOL's future, which bring uncertainty regarding the future legal frame;
- Relocation of CEPOL in 2014 will still have some effects for planning 2016. In particular in the area of Human Resources where recruitment for vacant positions (due to relocation) is expected to have been finalised.
- Financial restrictions and possible further budget cuts would significantly impact any further development;

Mitigation plans for identified risks will be developed.

Annex 1 List of residential activities 2016

For the second years CEPOL applies a two-step approach for the development of the list of residential activities.

Step 1: The annex lists 23 residential activities proposed to be approved by the Governing Board for 2016 in order to secure activities in the following areas:

- EU Policy Cycle – 15 activities;
- Master course – 1 activity
- European Police Leadership - CEPOL training portfolio- 2 activities
- Training needs identified by EEAS – 5 activities

These 23 activities would not be subject to further prioritisation. 20 of the activities derive from the EU priorities and 3 from CEPOL initiatives. Current budget estimates provide funds for 80 activities. Hence, the proposed 20 activities stemming from EU priorities take up 25% of the total activities budget.

Step 2: Further activities will be identified during the consultation process launched in October 2014. These activities will be analysed and prioritised by the Member States. The final list for the residential activities 2016 will be proposed to the Governing Board for approval in May 2015.

No	Category	Topic	Title	No. of Days	Participants	Target Group	Justification
1	EU Policy Cycle (2014-2017) Final title and target group to be determined in OAP's	Facilitation of Illegal Immigration	Combating Illegal Immigration	3	28	Senior police officers and experts combating illegal immigration and/or related crimes	To disrupt OCGs involved in facilitation of illegal immigration is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013 (doc. 12095/13); Training activities will be implemented according to Operational Action Plans; CEPOL training should be aligned with the EU policy cycle on serious and organised crime priorities, as defined in EU SOCTA 2013 developed by Europol; At its meeting on 17 September 2013 COSI a tasked CEPOL t to provide the necessary support on all crime priorities.

No	Category	Topic	Title	No. of Days	Participants	Target Group	Justification
2	EU Policy Cycle (2014-2017) Final title and target group to be determined in OAP's	Trafficking in Human Beings	Trafficking in Human Beings	3	28	Law enforcement officials - experts on THB, policy developers within Home Affairs in the area of THB	Disrupting OCGs involved in intra-EU human trafficking and human trafficking is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxembourg, 06-07.06.2013 (doc. 12095/13); CEPOL training should be aligned with the EU policy cycle on serious and organised crime priorities, as defined in EU SOCTA 2013 developed by Europol; It should also be noted that the training activities will be implemented according to Operational Action Plans; EU Strategy towards the Eradication of THB 2012-2016, in priority D "Enhance coordination and cooperation among key actors and policy coherence" Action 6, is tasking CEPOL to continue the training in this field Also the Communication from the Commission COM (2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 3: "EU thematic policing specialism "tasks CEPOL to organise training on specific themes such as THB.
3	EU Policy Cycle (2014-2017) Final title and target group to be determined in OAP's	Counterfeit Goods	Counterfeit Goods	4	28	Senior law enforcement officers (police, customs), judiciary (prosecutors) and non-law enforcement state officials with inspective functions leading the investigation/detection (e.g. criminal investigation/ administrative inspection) of counterfeit goods	To disrupt OCGs involved in the production and distribution of counterfeit goods is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxembourg, 06-07.06.2013 (doc. 12095/13); Training activities will be implemented according to Operational Action Plans.

No	Category	Topic	Title	No. of Days	Participants	Target Group	Justification
4	EU Policy Cycle (2014-2017) Final title and target group to be determined in OAP's	Excise Fraud and Missing Trader Intra Community Fraud	Excise Fraud	3	28	Law enforcement officers and experts specialised in the area.	To disrupt the capacity of OCGs and specialists involved in excise fraud and Missing Trader Intra Community MTIC fraud is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06.07.06.2013 (doc. 12095/13); Training activities will be implemented according to Operational Action Plans; It should be noted that in the next period the Commission will adopt a Communication on a comprehensive strategy to fight cigarette smuggling.
5			Missing Trader Intra Community Fraud (MTIC)	3	28	Law enforcement officers and tax officials investigating economic crimes, particularly MTIC fraud	To disrupt the capacity of OCGs and specialists involved in excise fraud and Missing Trader Intra Community MTIC fraud is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06.07.06.2013 (doc. 12095/13); Training activities will be implemented according to Operational Action Plans; It should be noted that in the next period the Commission will adopt a Communication on a comprehensive strategy to fight cigarette smuggling.

No	Category	Topic	Title	No. of Days	Participants	Target Group	Justification
6	EU Policy Cycle (2014-2017) Final title and target group to be determined in OAP's	Synthetic drugs	Illicit laboratory dismantling - advanced	10	28	Law enforcement officers and forensic experts who deal with this form of drugs phenomenon, especially synthetic drugs on a regular basis	To reduce the production of synthetic drugs in the EU and to disrupt the OCGs involved in synthetic drugs trafficking is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013; Also the Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme, in Strand 3 is tasking CEPOL to organise training on specific themes such as Trafficking Drugs. This topic should be considered priority for CEPOL according to Commission opinion of 25.04.2012 relating to CEPOL WP 2013, par. 15; Also the Council within the EU drugs Strategy 2013-2020 (doc. 17547/12, adopted by the Council on 7 December 2012, par. 32.10) task all EU institutions to reinforce training on drug-related issues, both in the drug demand as well as the drug supply reduction field; In the EU Action Plan on Drugs 2013-2016 (objective 2, action 12; objective 14, action 49), CEPOL is tasked to strengthen the training for law enforcement officers in relation to illicit drug production and trafficking, particularly training methods and techniques and to enhance training for those involved in responding to the drugs phenomenon;
7			Illicit laboratory dismantling - follow up	3	28	Law enforcement officers and forensic experts who deal with this form of drugs phenomenon (especially synthetic drugs), on a regular basis and have attended the 2-weeks course on Dismantling Illicit Laboratories in the previous year(s);	
8	EU Policy Cycle (2014-2017) Final title and target group to be determined in OAP's	Cocaine and heroin trafficking	Cocaine smuggling	3	28	Law enforcement officers (including customs) detecting cocaine smuggled in containers or combatting OCG dealing with drug supply chain.	To reduce cocaine and heroin trafficking to the EU and to disrupt the OCGs facilitating the distribution in the EU is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013(doc.12095/13); It should also be noted that OAPs will be implemented within the policy cycle on drugs routes originating from West Africa.
9			Heroin smuggling	3	28	Law enforcement officers, including customs, detecting heroin smuggled to EU and targeting OCGs involved in supply chain	

No	Category	Topic	Title	No. of Days	Participants	Target Group	Justification
10	EU Policy Cycle (2014-2017) Final title and target group to be determined in OAP's	Cyber Crime - child sexual exploitation	Combating child sexual exploitation	4	28	Specialised police officers and officers from law enforcement institutions that are engaged in the fight against sexual exploitation of children and production and dissemination of child abuse material on internet	To combat cybercrimes committed by OCGs such as on-line and payment card fraud, cybercrimes which cause serious harm to their victims such as online Child Sexual Exploitation, and cyber-attacks which affect critical infrastructure and information systems in the EU is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06.07.06.2013 (doc. 12095/13); CEPOL was tasked to coordinate the design and planning of training courses to equip law enforcement with the knowledge and expertise to effectively tackle cybercrime: Joint communication to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions; Cyber security Strategy of the European Union: An Open, Safe and Secure Cyberspace. 7.2.2013 JOIN (2013) 1final, par.2.2.
11		Cybercrime - cyber attacks	Cyber attacks	3	28	Law enforcement experts - first cybercrime responders	
12		Cybercrime - card fraud	Combating card fraud	3	28	Specialised police officers and law enforcement officers engaged in fight against card fraud	
13		Cybercrime	Train the Trainers targeting technologies	3	28	Senior police officers who are involved in the coordination, investigation and training regarding crimes related to the use of Internet and High-tech.	
14	EU Policy Cycle (2014-2017) Final title and target group to be determined in OAP's	Firearms trafficking	Combating Firearms trafficking	3	28	Senior law enforcement officers (managerial position) with decision making power in the area of firearms	To reduce the risk of firearms to the citizen including combating illicit trafficking in firearms is one of the EU priorities for fight against organised and serious international crime for 2014-2017 that have been set by the Council of the EU on the JHA meeting at Luxemburg, 06-07.06.2013; Training activities will be implemented according to Operational Action Plans; Also the Communication from the Commission COM(2013) 172 final, Establishing a European Law Enforcement Training Scheme , in Strand 3: "EU thematic policing specialism "tasks CEPOL to organise training on specific themes such as Trafficking in Firearms.
15		Organised property crime	Organised and cross-border nature of property crime	3	28	Law enforcement officers dealing with organised property crime on cross-border scale	

No	Category	Topic	Title	No. of Days	Participants	Target Group	Justification
16	EU Police and Judicial cooperation and networks	Master Programme	Policing in Europe - Master Programme	9	28	The target group is Police officers mid-management positions or in specialist positions. The prerequisite level is a Bachelor's degree with minimum 180 ECTS.	According to his mandate established by Council Decision 681/JHA/2005, par. 5 and 7 (c), CEPOL is tasked to develop a European approach to the main problems facing Member States and to provide specialist training for police officers playing a key role in combating cross-border crime, with a particular focus on organised crime.
17	Leadership, Learning, Training and Language development	EU Leadership development	European Police Leadership - CEPOL training portfolio: Future leaders	10	28	Senior LE officers with prospects of becoming decision makers; members of chief officer team; including EU agencies and international organisations/ bodies	According to his mandate established by Council Decision 681/JHA/2005, par. 6 (2), par. 7 (a) and (i), CEPOL is tasked to provide training sessions for senior police officers and to enable them to acquire relevant language skills. European police Chiefs Convention in 2013 asked CEPOL to design and deliver comprehensive training on leadership
18			European Police Leadership - CEPOL training portfolio: Heads of Training Institutions	2	20	Heads of Training Institutes and delegates from Police Chiefs	According to his mandate established by Council Decision 681/JHA/2005, par. 6 (2), par. 7 (a) and (i), CEPOL is tasked to provide training sessions for senior police officers and to enable them to acquire relevant language skills. European police Chiefs Convention in 2013 asked CEPOL to design and deliver comprehensive training on leadership

No	Category	Topic	Title	No. of Days	Participants	Target Group	Justification
19	External dimension of the area of Freedom, Security and Justice	CSDP and External Aspects of Internal Security	CSDP-FSJ nexus, structures and instruments	2	28	Senior officers deployed or to be deployed in key operational positions in EU missions (former, current and prospective mission members)	European External Action Service-Strengthening Ties between CSDP and FSJ road map implementation, Area 5, action no. 3 is tasking CEPOL to implement training activities in this field, particularly Training Package on the CSDP/FSJ nexus, structures and instruments, Training Package on Security Sector Reform and Training Package on Mentoring, Monitoring and Advising (MMA) tasks for Police Officers in CCM contexts; Also the Communication from the Commission COM (2013) 172 final, Establishing a European Law Enforcement Training Scheme in Strand 4: "Civilian missions and capacity-building in third countries" tasks CEPOL to include training in this field in future programmes; According to his mandate established by Council Decision 681/JHA/2005, par.7 (e), CEPOL is tasked to develop and provide training to prepare police forces for participation in non-military crisis management.
20		Crisis Management	"SPOPCOP" - Senior Police Officer Planning and Command Course for Crisis Management	19	28	Senior law enforcement officers, likely to be deployed to a civilian crisis management mission, or to relevant EU bodies dealing with crisis management, with positions on the level of high management, planning or command. The activity is also open to European Union Police planning personnel and National Heads of Non-Military Crisis Management Training.	
21			Security Sector Reform	2	28	Primarily Police Officers working on Institution Building with a particular focus on Police Services.	
22			Mentoring, Monitoring and Advising (MMA) tasks.	3	28	Police officers deployed or to be deployed on missions	
23			Train the trainers CPCC	5	20	Officials who are to be used as trainers for staff to be deployed on missions or officials who are deployed as trainers in missions	