DECISION 30/2012/GB

OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE

ADOPTING THE EUROPEAN POLICE COLLEGE'S UPDATED (MULTI-ANNUAL)
STRATEGY PLAN 2010-2014
AND
AMENDING DECISION 43/2010/GB AND 31/2011/GB

Adopted by the Governing Board
on 14 November 2012

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 Article 17 thereof;

Having regard to Decision 28/2011/GB of the Governing Board of the European Police College (CEPOL) adopting the Financial Regulation and repealing decision 22/2006/GB [2], and in particular Article 38(4) thereof;

Having regard to Decision 24/2011/GB of the Governing Board of CEPOL adopting the Rationalising CEPOL activities[3], and in particular Article 3 thereof;

Whereas:

(1) The Governing Board has adopted the CEPOL Strategy 2010-2014[4] and updated it with 31/2011/GB[5];

(2) The strategic implementation shall be based on Multi-Annual Planning Decisions adopted by the Governing Board;

HAS ADOPTED the Updated (Multi-Annual) Strategy Plan 2010-2014 of the Agency as detailed in the Annex.

Done in Nicosia, 14 November 2012

For the Governing Board

Zacharias Chrysostomou
Chair of the Governing Board

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[1] OJ L 256, 01.10.2005, p. 63.
[2] Adopted by the Governing Board on 25.10.2011.
[3] Adopted by the Governing Board on 15.06.2011.
[4] Adopted by the Governing Board on 30.09.2010.
[5] Adopted by the Governing Board on 25.10.2011.

Annex

CEPOL UPDATED (MULTI-ANNUAL) STRATEGY PLAN 2010-2014

Goal 1: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence

■   CEPOL has enjoyed a number of successful years in existence, has built up its network, developed cooperation and is operating professionally. To further build on these great achievements CEPOL will innovate, motivate and educate within a holistic learning system. In accordance with the declared vision, CEPOL's network will be developed as a European law enforcement learning platform, coupled with a knowledge base at the highest level of international excellence. In order to achieve this ambitious target it is a necessary pre-condition to further improve the CEPOL network.

Key Performance Indicator 2013[6]	~~External stakeholder satisfaction (biennial[7] survey) (80%)~~ Overall customer satisfaction (with activities) (91%)

Strategic Objectives	
1.1	*Delivering quality training courses on specific subjects. Training Senior Police Officers and middle-ranking police officers, Senior Police Officers and middle-ranking police officers in the field and police officers in the field, with regard to cross-border cooperation between police forces in Europe. To assist in setting up appropriate advanced training programs. Promoting the effective implementation of the Stockholm Program via training.*
Performance Indicator 2013[8]	*Activities (training sessions) implemented (95%)* *~~Overall customer satisfaction (with activities) (91%)~~* *Activities implemented after awarding the Grant Agreement (by the Framework Partners)* *Grant Agreement budget planned vs implemented (by the Framework Partners)* *~~Implementation of JHA Scorecard (95%)~~*

Activities		Year[9]	Responsible
1.1.1	Training to be delivered in the following ~~11~~ categories:		
•	serious and organised crime following the EU Policy Cycle	2012	LSRDD[10]
•	other organised crime	2012	LSRDD
•	counter-terrorism	2012	LSRDD
•	economic crime	2012	LSRDD
•	special law enforcement techniques	2012	LSRDD
•	EU cooperation	2012	LSRDD
•	management	2012	LSRDD
•	human issues	2012	LSRDD
•	crime prevention	2012	LSRDD

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[6] Key Performance Indicators (KPIs) are measured biannually (unless specified otherwise) with the CEPOL Balanced Scorecard

[7] Every other year

[8] Performance Indicators (PIs) are measured quarterly (unless specified otherwise) with the CEPOL Balanced Scorecard

[9] First year of the task completion (continual implementation foreseen)

[10] Learning, Science, Research and Development Department

		Year	Responsible
• learning and training		2012	LSRDD
• research and science		2012	LSRDD
• training on EU Policy Cycle instrument		2012	LSRDD

1.1.2	Training activity to be coordinated with:		
o	Coordination mechanism to be in place in the form of a tetragon (Europol, Frontex, Eurojust and CEPOL)	2011	LSRDD, External relations
o	Mapping of the European Training Scheme	2012	LSRDD, EC[11]
o	EU strategic Training Needs Assessment	2012	LSRDD, EC

1.2	*Delivering training for senior leaders in order to enhance their European competence; assist them in strategy planning and realisation of strategic decisions at EU level*
Performance Indicator 2013	~~*Overall customer satisfaction (with activities) (91%)*~~ *Number of senior leader participants at events (~~20%~~ 50%)* ~~*Implementation of JHA Scorecard (95%)*~~

	Activities	**Year**	**Responsible**
1.2.1	Training to be provided in strategic management and leadership	2010	LSRDD
1.2.2	New elements inspired by the Stockholm Program and Lisbon Treaty:		
o	strategic analysis and strategy planning on a EU level (EU dimension)	2012	LSRDD
o	linking policy, internal security strategy and national interest	2012	LSRDD
o	strategic aspects of EU Neighbourhood Policy (Eastern Partnership) and participation in civilian crises prevention and management	2012	LSRDD
1.2.3	Coordinated training activity with:		
o	Coordination mechanism to be in place in the form of a tetragon (Europol, Frontex, Eurojust and CEPOL)	2011	LSRDD, External relations
1.2.4	Euromed II or similar future projects in the neighbourhood	2010	LSRDD
o	Capacity building assistance		

1.3	*Exchange programmes as an essential element of learning promotes, facilitates and develops cooperation*
Performance Indicator 2013	*Overall participant satisfaction (with the Exchange Programme) (80%)* ~~*Implementation of JHA Scorecard (95%)*~~

	Activities	**Year**	**Responsible**
1.3.1	AGIS/ISEC to be completed by the end of 2010	2010	LSRDD
1.3.2	New Exchange Programme to be developed	2010	LSRDD

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[11] European Commission

1.3.3	European Police Exchange Programme to be implemented between 2011-2014 (Stockholm Programme)	2012	LSRDD
1.3.4	Cooperation and synergies with Europol, Frontex, OLAF, Eurojust to be implemented	2011	LSRDD, External relations

1.4	*Common Curricula contribute to the preparation of harmonised training programmes in accordance with EU standards*		
Performance Indicator 2013		*Number of Common Curricula adopted by the CEPOL GB[12] (4)*	
Activities		**Year**	**Responsible**
1.4.1 Development of 4 Common Curricula: o Civilian Crisis Management o Counter-Terrorism o Eurojust o Drug Trafficing o European Police Cooperation o Management of Diversity		 2012 2013 2013 2013 2013 2014	 LSRDD LSRDD LSRDD LSRDD LSRDD LSRDD
1.4.2 Need for assessment prior to the development of Common Curricula to be carried out		2012	LSRDD
1.4.3 Developing alternative Common Curricula for EU police and EU border officers in response to the Stockholm Programme		2013	LSRDD

1.5	*Developing further and easier access to e-Learning systems*		
Performance Indicator 2013		*Number of e-Modules adopted and revised (~~four~~ three)* *~~Implementation of JHA Scorecard (95%)~~*	
Activities		**Year**	**Responsible**
1.5.1 Online learning and training support to be further developed: o Facilitation of Police Knowledge Bases on the LMS o LMS Support to all 2012 CEPOL activities with Course Image o Facilitation of CEPOL webinars o LMS Support to communities of practice o Moderation of Platform for Educators on the LMS o Implementation of the content authoring solution o Further development of e-learning strategy (14/2008/GB)		 2011 2012 2012 2012 2012 2012 2014	 LSRDD LSRDD LSRDD LSRDD LSRDD LSRDD LSRDD
1.5.2 Completion and implementation of agreed modules such as: o Gender Based Violence o Europol o Police English Language o Schengen Information System		 2010 2010 2011 2010	 LSRDD LSRDD LSRDD LSRDD

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[12] Governing Board

o Cybercrime	2011	LSRDD
o Prüm Treaty	2012	LSRDD
o Lisbon Treaty	2012	LSRDD
o Joint Investigation Teams (JITs) (legal framework)	2012	LSRDD
o SIS II	2013	LSRDD
o Money Laundering	2013	LSRDD
o Europol update	2013	LSRDD
1.5.3 Continued evaluation of the progress → adjustments based on gained experience→ long term vision: o review of the e-Net platform based on the ICT strategy and other relevant vision and strategy documents, such as strategy on Learning (15/2008/GB) and strategy on e-Learning (14/2008/GB)	2014	Corporate services (IT), LSRDD
1.5.4 Correlation with science and research → cooperation and coordination mechanism within CEPOL components and in external dimensions to be enhanced o integration of learning (CC), science and research components	2014	LSRDD

1.6	Quality learning shall be the acknowledged ethos of CEPOL's reputation and prestige		
Performance Indicator 2013	Number of registrations in the European Trainers' and Lecturers' Database (100)		

Activities	**Year**	**Responsible**
1.6.1 CEPOL's learning methodologies and qualifications shall be recognised and valued in the EU o train the trainers course to be a CEPOL flagship course o accredited masters course in International Police Cooperation as a joint project to be developed and implemented (pilot project)	2012 2014	LSRDD LSRDD
1.6.2 Qualified teachers, coaches, trainers and tutors present high quality teaching and learning o establishment and maintenance of European Trainers' and Lecturers' Database o elaboration of process of qualification, certification and registration o foundation of the status of qualified trainers and lecturers	2012 2014 2014	LSRDD LSRDD LSRDD
1.6.3 Self-directed, lifelong learners focusing on a broader European view will share and disseminate knowledge o promotion of the development of lifelong learning	2013	LSRDD
1.6.4 Evolving learning environment to be established	2014	LSRDD
1.6.5 Simplifying access to knowledge sources	2013	LSRDD
1.6.6 Diverse learning systems to be offered	2014	LSRDD

Goal 2: CEPOL will be developed into a European law enforcement knowledge base

■ Under CEPOL's umbrella a stimulating intellectual environment will be maintained. It is populated by senior law enforcement officers, teachers, lecturers, trainers, researchers. It also contains applicable research projects, training, conferences, seminars, exchange programmes, e-library, forums (conventional and virtual) for sharing achievements and best practice. Police knowledge must have a source and this source cannot be elsewhere other than Police Science. European Police Science cannot be left homeless; it needs a home and this home shall be the CEPOL house.

Key Performance Indicator 2013	External stakeholder satisfaction (biennial survey) (80%)

Strategic Objectives		
2.1	**Broadening the knowledge base by continued development of the e-Library**	
Performance Indicator 2013	Number of items published in the e-Library (~~1,500~~ 1,700)	

	Activities	Year	Responsible
2.1.1	Promotion of the existence of the e-Library within European law enforcement via a communication campaign	2012	LSRDD
2.1.2	Targeted invitations for placing publications in the e-Library	2013	LSRDD
2.1.3	Tailored motivation of authors	2013	LSRDD
2.1.4	Regular dissemination of the list of publications among potential readers	2011	LSRDD
2.1.5	Visualising the long term function of e-Library and developing a road map for further development	2012	LSRDD

2.2	**Orientation and facilitation of research, support to researchers and scientists**	
Performance Indicator 2013	~~Number of research institutions in the network of police/law enforcement research institutions (75)~~ Publication of Research and Science Bulletins (2)	

	Activities	Year	Responsible
2.2.1	Building up of the network of police/law enforcement research institutions to be continued	2012	LSRDD
2.2.2	Identification and creation of financial resources for supporting researchers and research to be continued	2014	LSRDD
2.2.3	Developing cooperation with private sector to be continued	2012	LSRDD

2.3	Ensuring forums for debate, sharing of research findings and moderating interaction between senior practitioners and researchers		
Performance Indicator 2013		Number of participants at research conference (<mark>200 100</mark>)	
Activities		**Year**	**Responsible**
2.3.1 Conferences, seminars and round tables to be organised o Police Science and Research Conferences		2011	LSRDD
2.3.2 Printed publications to be issued o Research and Science Bulletin o others		2011 2012	LSRDD LSRDD
2.3.3 Electronic publications to be issued o e-Library o discussion forum o others		2011 2012 2012	LSRDD LSRDD LSRDD

2.4	Foundation and maintenance of European database of law enforcement researchers, scientists and research		
Performance Indicator 2013		Number of researchers in the database (<mark>~~200~~ 100</mark>)	
Activities		**Year**	**Responsible**
2.4.1 Researchers database to be established o elaboration of definition, criteria, access process, registration and update, access to database and data protection		<mark>~~2012~~ 2013</mark>	LSRDD
2.4.2 Research database to be maintained o elaboration of definition, criteria, registration process, registration and update, access to database and data protection, publication in e-Library		2013	LSRDD

2.5	Communities and individuals with outstanding performance, excellent work in assisting or promoting European police education and science under CEPOL's umbrella, will be honoured and acknowledged		
Performance Indicator 2013		-	
Activities		**Year**	**Responsible**
2.5.1 Foundation of a CEPOL award and acknowledgement system to be elaborated, agreed and realised		2014	LSRDD

Goal 3. External relations will be considered and dealt with as the corner stone of partnerships

■ CEPOL's efficiency and effectiveness will be determined not only by its own efforts but also by the quality of its cooperation with external partners. Partnership, equality, reliability, mutual interests and benefits are placed at the centre of cooperation. Looking at the circle of cooperation partners, different groups of countries, agencies, institutions and bodies can be listed. The aim is that CEPOL's external relations are tailored with different levels of flexibility for different groups of partners in a 'variable geometry'. The advantage of this model is that it recognises that certain groups have a different status quo, interests and concerns. All these manifest themselves in expectations which are outlined below.	
Key Performance Indicator 2013	External stakeholder satisfaction (biennial survey) (80%)

Strategic objectives			
3.1	*Cooperation with EU Agencies and Bodies remains the priority*		
Performance Indicator 2013	*Implementation of JHA Scorecard (95%)*		
Activities		**Year**	**Responsible**
3.1.1	Coordinated activities are maintained with Europol, Frontex and Eurojust	2011	LSRDD, External relations
3.1.2	Cooperation is kept alive and deepened with EMCDDA, ETF, CEDEFOP and European Crime Prevention Network	2011	LSRDD, External relations

3.2	*Associated States are Considered as the Closest Partners*		
Performance Indicator 2013	*Number of participants from associated countries at CEPOL activities (~~5%~~ 1%)*		
Activities		**Year**	**Responsible**
3.2.1	Iceland, Norway and Switzerland to be heavily involved in CEPOL cooperation	2011	LSRDD, External relations
3.2.2	Financial contribution and expenditure managed according to their special status	2012	LSRDD, External relations

3.3	*Assisting Candidate and Accession Countries, Neighbourhood Policy and Eastern Partnership*		
Performance Indicator 2013	*Number of participants from candidate, accession and neighbourhood countries at CEPOL activities (~~5%~~ 1%)*		
Activities		**Year**	**Responsible**

3.3.1	Assistance in upgrading law enforcement and judicial systems, enhanced professional knowledge ensured via training modules	2012	LSRDD, External relations
3.3.2	Leading standards in the EU to be delivered by training and exchange of experience	2012	LSRDD, External relations
3.3.3	Preparedness of EU officials for civilian crises management is supported by common curriculum and training	2013	LSRDD, External relations

3.4	Cooperation with globally significant partners		
Performance Indicator 2013		Number of strategic partnership initiatives launched (4)	
Activities		**Year**	**Responsible**
3.4.1	North-America, Russia & China	2011	External relations
3.4.2	AEPC	2011	External relations, LSRDD
3.4.3	Others	2012	External relations

3.5	The multiple roles and interests of the private sector are used for deepening cooperation with the civil society		
Performance Indicator 2013		-	
Activities		**Year**	**Responsible**
3.5.1	Potential partners and donors for science and research programmes to be identified	2012	LSRDD, External relations
3.5.2	Potential partners and donors for conferences, seminars to be identified	2012	External relations, LSRDD

Goal 4: CEPOL will be lead and managed as a top-ranking innovative EU agency

■   The constantly changing environment requires a flexible and appropriate response from CEPOL if the agency wants to ensure that its services meet with stakeholder and client expectations, which are altered by new needs. To be an evolving agency requires the capability to respond to challenging issues constructively. Increasing expectations are stimulating the leadership, management, process and organisational innovation of CEPOL. Managing these changes is not an easy task, but surely possible via professional leadership and management, so that at the end good governance will be the main feature of organisational performance.

Key Performance Indicator 2013	Implementation of Establishment Plan (Temporary Agents and Contract Agents) (95%) Implementation of planned activities (Annual Work Programme) (95%) Consumption of Annual Budget (90%)

Strategic Objectives			
4.1	*Application of corporate leadership and management by the Governing Board*		
Performance Indicator 2013	*Draft GB Decisions resulting in adopted GB Decisions (85% 90%)*		
Activities		**Year**	**Responsible**
4.1.1	Visualising CEPOL's future by adaptation and timely adjustment of a Strategic Plan	2010	GB
4.1.2	Responsibility for strategic decisions	2011	GB
4.1.3	Ensuring general functional conditions are established in regulatory, budgetary, human resources, structural, organisational, technical and educational areas	2011	GB
4.1.4	Commanding, supervising, monitoring organisational and individual performances	2011	GB, Management team, LSRDD
4.1.5	Establishing proper horizontal and vertical division of labour	2012	GB
4.1.6	Constructive cooperation with Director is in place	2011	GB
4.1.7	Consensus and participative decision making	2011	GB

4.2	Application of devolved leadership and management between Director and CEPOL staff		
Performance Indicator 2013	*Timely closure of audit recommendations (100%)* *Implementation of plans (e.g. procurement, management, risk registry, 5-year evaluation recommendations) (90%)*		
	Activities	**Year**	**Responsible**
4.2.1	Internal rules and regulations in force and implemented	2012	Director, Management team
4.2.2	Division of labour vertically and horizontally, justified and realised	2012	Director, Management team
4.2.3	Delegated freedom, responsibility and accountability to be in place	2011	Director, Management team
4.2.4	Participative nature which is inclusive and equitable	2012	Director, Management team

4.3	In order to ensure functional discipline; creation and maintenance of an effective Internal Control System including an Audit Panel		
Performance Indicator 2013	*Implementation of Internal Control Plan (100%)*		
	Activities	**Year**	**Responsible**
4.3.1	Application of risk management	2011	Quality management
4.3.2	Internal control system applied	2011	Internal control, Accounting, Quality management
4.3.3	Audit Panel to be functional (implementation of annual audit plan)	2011	GB

4.4	Managing human resources as CEPOL's greatest asset		
Performance Indicator 2013	*Number of planned staff evaluated (annual appraisal) (100%)* *Staff satisfaction (annual survey) (80%)*		
	Activities	**Year**	**Responsible**
4.4.1	Designated development of human resources	2012	Corporate Services (HR)

4.4.2	Transparent, competitive and competency centred appointments ensured	2011	Corporate Services (HR)
4.4.3	Performance assessment based on learning culture in practice instead of a blame culture	2012	Corporate Services (HR), Management team
4.4.4	Opportunities for individual development of CEPOL's staff to be ensured	2012	Corporate Services (HR), Management team
4.4.5	Development of the Alumni relations to be established	2012	Corporate Services (HR), LSRDD

4.5	*Budget management ensures implementation of Annual Work Program and contributes to CEPOL's future innovation*		
Performance Indicator 2013	*Timely payment of invoices (85%)*		
	Activities	**Year**	**Responsible**
4.5.1	Creative annual budget planning ensured	2011	Corporate Services (finance), Management team
4.5.2 ○	Precise and disciplined implementation ensured accurate, timely, monitored, controlled, observing the rule of law	2011	Management team, Corporate Services (finance)
4.5.3	Innovative strategic planning will support CEPOL's evolution	2011	Management team

4.6	*Agency provides appropriate administrative support for the proper function of all CEPOL components*		
Performance Indicator 2013	*Number of complaints/compliments received (==25/25== 20/30)*		
	Activities	**Year**	**Responsible**
4.6.1 ○	The Agency acts in a service-oriented manner proactivity, professionalism, loyalty, cooperation and coordination	2011	All staff
4.6.2 ○	The Agency provides services innovatively implementation of the Information Management Strategy and Information and Communication Technology Strategy	==2014==	Management team

4.7	Stakeholder Relations and Internal Communication		
Performance Indicator 2013	Implementation of stakeholder related activities (e.g. management plan) (100%)		
Activities		**Year**	**Responsible**
4.7.1	Primacy of ownership: MS and national institutions acknowledged	2011	Management team, Communications
4.7.2	Parliament and Commission relationships properly channelled	2011	Management team, Communications
4.7.3	Dynamic dialogue to be maintained	2011	Management team, Communications
4.7.4	Identification of expectations/needs to be carried out	2012	Communications
4.7.5	Transparency ensured	2010	Management team, Communications
4.7.6 ○	Internal communication to be further developed and intensified sharing information swiftly, efficiently and securely, communicating core aims/values	2012	Management team, Communications
4.7.7 ○	External stakeholder relations further developed and intensified carrying out external stakeholder survey (every other year)	2012	Management team, Communications, Quality management

4.8	Public Relations and Cooperation with The Civil Society		
Performance Indicator 2013	-		
Activities		**Year**	**Responsible**
4.8.1 ○	Cooperation with civil society to be the norm NGOs, think-tanks, civil foundations, private sector	2014	Management team, Communications, External relations
4.8.2 ○	Pro-active media relations to be maintained long-term focus; Clear, Concise, Consistent messages (3 Cs); clearly articulated values, goals; comprehensive, pervasive methods	2012	Communications