

European Union Agency for Law Enforcement Training

CEPOL New Strategy 2023-2027

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Introduction

With transnational serious crime on the rise, and with the setting up of a number of new EU instruments and tools to enhance cross-border police cooperation countering these serious crimes, it is more important than ever that national law enforcement officials have training at their disposal to acquire appropriate skills on cooperating with their peers in other Member States and using related EU instruments and tools in an effective manner.

By now, CEPOL has gained **gravitas as an actor on the platform of EU law enforcement training and had become well-known to the Member States and neighbouring countries** ensuring the implementation of EU security policies, be it internal or external.

Relying on its **networking strength**, CEPOL evolved into a structured platform for the enhancement of law enforcement training for the entire EU, and it continuously improved the design and delivery of its training activities in EU and non-EU countries via capacity building projects.

The agency also dramatically **expanded its outreach** in comparison to earlier years, primarily as its e-learning offers started complementing other forms of training, but also by implementing EU-funded capacity building actions with non-EU partners.

Nonetheless, the linear evolution of CEPOL has come to a turning point as the agency must navigate in a **fast-changing environment** and in the face of **high stakeholder expectations, notably within the EU**, which make it inevitable that it must recalibrate its strategic outlook.

The new strategy reflects the integral evolution of CEPOL and of the work that is needed to enhance the training for law enforcement facilitating operational cooperation in the European Union. The increasing cross border criminality and new security challenges in the '90s called for an **enhanced international law enforcement cooperation** with the development of new channels and instruments. It led to the realisation that Law Enforcement (LE) officials, for the sake of such cooperation enhancement, need to be equipped with **a common set of skills**. This conclusion shaped and facilitated an EU-wide training collaboration with its roots in the **network of the law enforcement training establishments of the EU Member States that was expanded with non-EU partners**.

The area of freedom, security and justice has been going through a significant transformation. **Cybercrime and cyber-enabled crimes** are increasing rapidly, and **terrorism** persist as threats to internal security. The **digital transformation** of the justice and home affairs domain will continue in the coming years with the application of **new large-scale IT systems** and implementation of the **interoperability framework**.

The long-term effects of the COVID-19 pandemic will continue to impact the European law enforcement capacity, and the impact of the war in Ukraine has made some threats more visible and has affected the implementation of planned activities, in particular activities organised within the scope of CEPOL's externally funded projects.

CEPOL needs to take these aspects into account, and the agency must **refocus its activities in the context of law enforcement training on the most important internal security priorities** of the European Union, given the challenges it faces with regard to human and financial resource it faces. Without such a refocus, it will not be possible to reach the maximum potential impact of CEPOL's efforts.

Moreover, building on best practices of law enforcement training in the Member States, **CEPOL aims to assist in reinforcing EU law enforcement cooperation** by focusing on the development of **core competencies of LE officials** as the critical factor that provides the law enforcement community with the necessary skills to prevent and fight against transnational criminality.

CEPOL, being an integral part of the EU security architecture and building on its solid network foundation, will become the **EU Hub for Law Enforcement Training**, with a reinforced role in coordination and supporting the cooperation with and between relevant stakeholders through networks and mobility programmes among national training institutions. CEPOL aims to enhance its cooperation with universities, academia and research institutions to **keep training adaptive, predictive and as an essential toolkit** in a rapidly developing environment at technological level and to facilitate integration of new adult learning methodologies.

The European Union Strategic Training Needs Assessment (EU-STNA) will remain a vital instrument for identifying training priorities. The methodology of the EU-STNA will be fine-tuned to serve the objective of providing policy guidance **for setting EU Law Enforcement Training Priorities**, monitor its implementation, and moreover, to be more precise concerning core competency identification and forecasting trends and needs for upskilling.

Focusing on a number of flagship products that address specific training needs across Member States and that reflect joint policy priorities in the EU, CEPOL will develop **new hands-on and practical training products** to adapt its portfolio to the modern environment. With a view to achieving economies of scale in specialised training activities that address common needs, **multiannual, multidisciplinary, and multi-layered training programmes** will increase the coherency and consistency of **competency based vocational training** provided by CEPOL. Beside of this development, the **training portfolio of CEPOL will be adequately prioritised and reduced in its volume**. **Cascading** mechanisms shall be developed in order to reinforce the outreach to the law enforcement community. The agency will also **balance its training programme** between online and face-to-face learning.

There is no doubt that EU law enforcement training must develop towards providing **career relevant qualifications**. Taking up best practices in the Member States, CEPOL therefore will work towards **specific sectoral qualification frameworks** in line with the identified EU Law Enforcement priorities thus enabling a suitable interpretation of law enforcement vocational training within the European Qualification Framework. CEPOL aims to work with national training institutions towards the objective of **accreditation of law enforcement vocational training** relevant in the context of the EU Law Enforcement training priorities.

CEPOL will remain an effective and efficient EU agency, aiming to excel at governance by streamlining its operations in terms of **optimising its use of resources, prioritising its tasks and seeking efficiency gains**.

The strategy organises the actions within the five years' timeframe, in line with their urgency and feasibility. The work towards some of the objectives can be achieved or at least initiated within the existing EU legal framework. Refocusing the work of CEPOL within this legal framework, and the expected gains will bring efficiency and deliverables for law enforcement training in the Member States and provide the best arguments to consider a subsequent strengthening of CEPOL's legal framework in future.

The finalisation of the strategy, based on feedback received from the stakeholders, shall fall under the responsibility of Mr Alexandru Caciuloiu, Deputy Head of Training and Research Unit, and Peter Krajnyak, Project Manager within the International Cooperation Unit, assisted by the Planning Officer. They will also be responsible for monitoring the implementation of the strategy and regularly reporting on status to the Executive Director.

The Executive Director hereby would like to thank all staff members of CEPOL who participated with their insights and reflections in the making of the first draft of the strategy for their commitment and constructive co-operation.

WHO ARE WE?

We are an EU training agency, working with, and trusted by a wide range of law enforcement organisations since 2000.

CEPOL'S VISION STATEMENT

In service to the EU law enforcement community, CEPOL aspires to be the EU Hub for Law Enforcement Training to provide law enforcement officials with the skills they need to prevent and fight the crimes of today and tomorrow.

CEPOL'S MISSION

CEPOL facilitates the prevention and the fight against serious and organised crime, terrorism and emerging security threats by facilitating and enhancing cross-border cooperation through the support for vocational training. CEPOL supports, develops, implements and coordinates standardised and specialised training in line with EU law enforcement training priorities.

Roadmap towards CEPOL new strategy

The roadmap for drafting the new strategy was laid down based on conclusions of the 8th Management Board meeting (17-18 May 2022) about the Strategy Orientation Debate as follows.



The work began soon after the 8th Management Board meeting with internal workshops and written consultation with the CEPOL National Units. The input collection phase included 3 thematic workshops engaging CEPOL staff members; furthermore 7 working groups were established focusing on identified thematic priorities, such as:

1. CEPOL training portfolio;
2. Higher education and accreditation;
3. Training innovations;
4. Cooperation with universities;
5. E-learning, multitenancy, communication;
6. International cooperation, outsourcing;
7. Governance and improving processes.

The working groups identified and elaborated recommendations for the way forward. The inventory of relevant EU policies and other documents that impacting the strategy was set up and extended.

As of 5 July, a Task Force was established to analyse and consolidate the input from the following sources:

- 1) The Five-years Evaluation¹, the report of the CEPOL Expert Group on the Enhancement of Cooperation between CEPOL and the Member States, the European Commission opinion on CEPOL Work Programme 2023, furthermore the regulatory environment, EU policy framework and other relevant EU documents²;

¹ Study to support an evaluation of the European Union Agency for Law Enforcement Training (CEPOL), Final Report, 2021

² The list is not exhaustive as the analysis included multiple document adopted by the European Parliament, Council of the EU, European Commission and other sources, furthermore other documents like Europol SOCTA, TE-SAT or CEPOL EU-STNA. In a broader perspective, considering law enforcement as a special kind of profession yet being part of the society as a whole, CEPOL's ambition resonates with the relevant policy initiatives, such as the 2030 Digital Compass and EU approach towards life-long learning. 2023 being the European Year of Skills makes CEPOL's strive towards a framework for accreditation especially timely in the particular law enforcement environment.

- 2) The Management Board recommendations following the Five-years Evaluation and input of CEPOL National Units;
- 3) The input of CEPOL staff.

Besides analysing this input, the Task Force did due diligence in terms of factoring in internal and external circumstances in its SWOT, gaps, stakeholder and risks analysis.

The internal review of the draft new strategy took place between 19 August and 1 September thus facilitating the coordination with respective stakeholders and ultimately to conclude the document for the 9th Management Board meeting taking place on 21-23 November 2022.

Overview of Strategic Goals and Objectives 2023-2027

Goal 1: Be the EU hub for law enforcement training

1.1 Provide a **strategic basis** for identifying and determining EU Law Enforcement Training Priorities

1.2 Strengthen **coordination among national training institutions and EU actors in law enforcement training** to maximise synergies and efficiency gains

1.3 Provide the Member States for their law enforcement training with the latest **innovation and research** developments building on outcomes of national and EU-level security research programmes when applicable

1.4 Strengthen the **operational capacities of partner non-EU countries to prevent and fight organised crime** and terrorism via dedicated capacity-building actions and institutionalised cooperation

Goal 2: Foster a common EU law enforcement culture via training

2.1 Provide high quality **training with flagship products that addresses the EU Law Enforcement Training Priorities**

2.2 Develop **new, innovative, specialised and multi-layered learning solutions**

2.3 Extend **outreach of law enforcement training** through a cascading effect

Goal 3: Promote accreditation of law enforcement vocational training

3.1 Develop a framework for **accreditation of training activities corresponding with EU Law Enforcement Training Priorities**

Goal 4: Excel at governance as a modernised EU Agency trusted by its stakeholders

4.1 Optimise **CEPOL's processes, workflows and management of resources**

4.2 Provide the agency with an **appropriate infrastructure** to ensure that CEPOL's strategic training goals are achieved

4.3 Manage **CEPOL stakeholders, external relations, internal and external communications** to reinforce awareness and visibility of the agency

Logic - expected impact

The premises of the strategy were identified during the analytical process and the results of the Five-years Evaluation of the agency were weighted in and texts in the boxes are quotes from that evaluation³. Nonetheless, the premises and responses are not limited to the findings and recommendations.

A. Baseline – addressing gaps and coordination

The training response to address priorities lacks a coherent framework as the impact of CEPOL’s Strategic Training Needs Assessment is limited to its own activities. The agency has not yet reached its potential with regard to its coordination mandate.

“CEPOL has been effective at addressing the gaps in law enforcement training. However, there is still room for aligning the Member States’ training systems more closely, as stakeholders recognise continued disparities in national training systems’ maturity levels. There is evidence that CEPOL’s relationship with each relevant JHA agency and actor is distinctive, signalling that CEPOL can adapt its working approach to maximise potential synergies. No structured methodology has replaced the JHA Training Matrix; instead, CEPOL undertakes coordination through a peer-to-peer approach.”

Response

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| <p>The improvement of the EU-STNA methodology will be oriented towards better reaching out to the national level, while the identification of the present core competency gaps, the forecast of emerging trends with regard to upskilling needs and, consequently, the introduction of the EU Law Enforcement Training Priorities will directly guide national training organisations and EU actors to align their training products with the most recent trends and needs.</p> | <p>Goal 1 Objective 1.1.</p> |
| <p>The reinforced coordination and assistance of CEPOL, as regards the implementation of training on the core capability gaps, will enable the training institutions of the Member States and relevant EU Agencies to find expertise and access research results as well as technological development relevant to their training activities, and it will, moreover, ensure synergies in training delivery.</p> | <p>Goal 1 Objectives 1.2 and 1.3</p> |
| <p>CEPOL will also continue its efforts to assist non-EU countries in their capacity building efforts.</p> | <p>Goal 1 Objective 1.4</p> |

These steps will lead the agency to be an EU Hub for Law Enforcement training and provide a concerted, systematic EU training response.

³ Texts in the boxes are quotes from the Study to support an evaluation of the European Union Agency for Law Enforcement Training (CEPOL), Final Report, 2021

B. Baseline – qualification and training delivery

CEPOL’s training activities, at present, do not offer professional qualifications, and the training quality is in jeopardy due to its current operating environment, notably the annual grant system; the duration of training activities; the lack of coherent learning pathways through various training activities; the lack of a qualification framework and a robust assessment system; the lack of flexibility with regard to emerging topics; ineffective participant selection; and, finally, CEPOL’s limited outreach to the law enforcement community.

“CEPOL could better tailor its training methodologies to its target audience: law enforcement officials respond better to hands-on practical training (joint exercises, simulations, table-top exercises) than (virtual) theoretical classroom training. CEPOL’s current business model outsourcing part of the training activities to FWPs in the Member States weakens its quality assurance mechanism.”... “All information collected by stakeholders’ points to the conclusion that capturing the cascading effect’s impact is indeed challenging. However, given (i) the small number of EU law enforcement officials trained per year compared to the entire population, and (ii) the importance CEPOL attributes to cascading for multiplying its training activities’ impact, there is a strong argument that CEPOL should do more to actively promote cascading.”

Response

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| <p>CEPOL will ensure consistency and quality by implementing re-focused multi-disciplinary training programmes, and it intends to operate with multiannual grants. These programmes will offer a coherent blended learning approach incorporating onsite and online training methodologies as well as exchanges per training priority. The relevance of training provided by CEPOL will persist and be enhanced by focusing on the EU-STNA results and subsequently on the EU Law Enforcement Training Priorities as well as on promoting the safeguarding of fundamental rights. Training innovation will be explored and integrated by developing and implementing new, dynamic and hands-on training products. CEPOL will also respond, with its training offer, to regional needs and priorities of the Member States, in particular to unforeseen, emerging needs, and extend its collaboration with academia.</p> | <p>Goal 2 Objectives 2.1 and 2.2</p> |
| <p>In addition, CEPOL will enable the Member States to cascade and transfer competencies via reinforced and timely delivered Train-the-trainer programmes. It will furthermore continue to facilitate their use of its LEEd platform and of immersive, improved e-learning products. Thus, CEPOL will expand its training audience and enhance its outreach in terms of promoting mutual knowledge.</p> | <p>Goal 2 Objective 2.3</p> |
| <p>CEPOL, with its Member States partners and EU actors, will work on developing specific sectoral quality frameworks that are relevant for EU Law Enforcement Training Priorities. Following the development of specific sectoral quality framework, accreditation practices of the Member States and EU actors will be explored and an accreditation framework will be developed for law enforcement training. Meanwhile, CEPOL will also improve its training evaluation system in line with the accreditation framework. CEPOL will certify and gradually accredit its training products where applicable, and qualification will be an expected result of CEPOL training.</p> | <p>Goal 3 Objective 3.1</p> |

As a result, CEPOL, via its training, will foster a common EU law enforcement culture.

C. Baseline - management

Although, CEPOL already operates efficiently as an EU decentralised agency, it shall sustain its effective resource management to achieve the strategic goals.

“CEPOL’s resources were well managed and used in the most efficient way possible for achieving its objectives.”

Response

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| CEPOL will ensure its operational efficiency and further improve it by capitalising on its achievements. It entails optimising its resources for efficiency gains, reducing bureaucracy and revising the processes of the agency. | Goal 4 Objective 4.1 |
| CEPOL will also provide an appropriate infrastructure for its operations both in terms of its premises and its digital environment. | Goal 4 Objective 4.2 |
| Beyond that, the stakeholder and external relations and the communication of the agency will be improved in order to appropriately address expectations and enhance the visibility of the agency. | Goal 4 Objective 4.3 |

With the implementation of its strategy, CEPOL will directly contribute to:

- 1) *Enhance the common EU law enforcement culture;*
- 2) *Improve the law enforcement professional standards;*
- 3) *Reinforce the workforce in cross-border law enforcement cooperation;*
- 4) *Improve multidisciplinary, law enforcement and judicial cooperation.*

In this way, **CEPOL will contribute to a robust and strong EU security ecosystem.**

Annex 1

Strategic Goals and Objectives 2023-2027⁴

Goal 1: CEPOL will become the EU hub for law enforcement training

Relying on its network, CEPOL will be the **centre of information and coordination on law enforcement training and** identify, facilitate, monitor and evaluate **EU Law Enforcement Training Priorities** in the service of the EU Member States.

The integration of research outcomes into innovative training will be part of CEPOL's efforts to directly increase its impact and efficiency.

In addition to its cooperation with the Member States, Associated and Candidate countries, the agency aims at reinforcing its operating environment for more consistency and furthering the institutionalisation of its cooperation with non-EU countries and other external partners (e.g. international organisations).

Strategic Objectives:

1.1 Provide a strategic basis for identifying and determining EU Law Enforcement Training Priorities

The European Union Strategic Training Needs Assessment (EU-STNA) will remain a vital instrument for **identifying training priorities for EU**. The methodology of the EU-STNA will be fine-tuned to serve the objective of providing policy **guidance for setting EU Law Enforcement Training Priorities**, to monitor its implementation, and moreover, to be more precise concerning the identification of core competencies and forecasting trends as well as needs for upskilling.

Highlights, timeline

- Increase the **outreach of the EU-STNA** among the EU Member States, Framework Partners, European Council, Commission and Parliament and JHA actors as a **reference document (2023-2024)**
- Capitalise on the EU-STNA results to facilitate **setting EU Law Enforcement Training Priorities** by the Council (COSI) (2025)
- The new EU-STNA methodology will have an increased its **focus on skills and competencies** and will provide a more accurate forecast while **identifying gaps** in training curricula at national level (2025-2027)
- Set up a roadmap to **monitor the implementation of the EU-STNA** by the MS with the support of CNUs and EU Agencies and report regularly back to the Council (COSI) (2025-2027)

⁴ Timelines are indicative and subject of further decisions.

1.2 Strengthen coordination among national training institutions and EU actors in law enforcement training to maximise synergies and efficiency gains

CEPOL shall use its **solid network foundation** to improve further the coordination and cooperation with Member States training institutions, EU actors and other relevant stakeholders to become the **EU Law Enforcement Training Hub**. The effectiveness of law enforcement training is also expected to increase by means of a well-structured coordination mechanism between CEPOL and the relevant stakeholders, including other JHA agencies without prejudice to their respective mandates in terms of training.

Highlights, timeline

- Increase synergies by implementing **EU inter-agency, multidisciplinary training programmes** in specialised domains.
- Work closely together with the JHAAN community to ensure training complementarity and sharing training expertise and experience(2024-2027)
- Map and coordinate existing law enforcement training and expertise at European level to take advantage and increase the efficiency of CEPOL's working agreements with relevant partners and stakeholders (e.g. EUROPOL, Frontex, AIRPOL, ENISA, eu-LISA, FRA etc.) (2025-2027)
- Create an alumni community (Communities of Practice) and manage it on LEEed for trainers/experts/trainees (2025-2027)
- Coordinate EMPACT capacity building through training, networking and innovation (CHSG5 6) (2023-2025)
- Contribute to the Commission services in the external dimension of the EMPACT (CHSG 8) via dedicated EU funded capacity building projects (2023-2025)
- Intensify the cooperation and exchange of good practices between CEPOL and its partners in Member States in view of personnel development and maximised synergies, in particular:
 - CEPOL staff shall conduct **working visits** and exchange experience at national training centres, centres of excellence and operational centres with the purpose of managing knowledge, improving the learning culture and enhance confidence, and to offer conferences and lectures as well as to train the trainers.
 - CEPOL shall promote short term secondment at its premises with a focus on specific tasks (SNE, both law enforcement and academics) (2023-2025)

1.3 Provide the Member States, for their law enforcement training, with the latest innovation and research developments building on outcomes of national and EU-level security research programmes when applicable

By leveraging its membership in the EU Innovation Hub for Internal Security, CEPOL **will monitor and coordinate research and innovation developments** and structurally ensure a direct correlation between these and law enforcement training with an extended organisational capacity.

⁵ Common Horizontal Strategic Goal

Highlights, timeline

- Increase partnerships and cooperation with **research institutes, universities and private industry for training development** (especially in the area of cybercrime training activities conducted by the Cybercrime Academy) (2025-2027)
- Create synergies with European projects (e.g. new technology, cybersecurity etc.) and utilise their outcomes in training delivery (2024-2027)
- Coordinate ongoing training relevant research on new crime trends affecting two or more MS, implemented by MS (2025-2027)
- Connect research findings to the specific topic in order to enhance the usefulness of CEPOL training products for LE officials (2025-2027)
- Create a repository of research findings and training materials for Law Enforcement officials. This would be CEPOL's Library for Law Enforcement Officials (2026-2027)
- Promote research under specific criminal phenomena within the Law Enforcement community (e.g. Surveys, best practices etc.). (2026-2027)
- Increase the visibility and outreach of the Research and Science Conference. Replicate the conference at operational level and on Fundamental Rights (2023-2027)
- Hold an annual training innovation and technology conference inviting major stakeholders and the private industry to exhibit and showcase the latest innovative tools (2025-2027)
- Offer the LEEed as a knowledge repository multi-tenancy forum for Law Enforcement training (2025-2027)

1.4 Strengthen the operational capacities of partner non-EU countries to prevent and fight organised crime and terrorism via dedicated capacity building actions and institutionalised cooperation

CEPOL aims to structurally sustain and reinforce its achieved role in assisting **non-EU countries** in their **capacity building** as well as the EU internal and external security nexus.

Highlights, timeline

- Continue to develop and implement capacity building projects funded by the EU Commission (2023-2027)
- Promote CEPOL as a centre of excellence for training and develop knowledge centres in the regions (2023-2027)
- Promote EMPACT and enhance the participation of the partner countries in the OAPs (2023-2027)
- Develop further the networks and build communities of professionals around EMISA and EMPACT (2023-2027)
- Ensure the training of law enforcement officials via CEPOL's core training portfolio by concluding and implementing Working Arrangements (2023-2027)
- Capacitate candidate countries in the **accession process** as regards the preparations for the full implementation of the respective aspects of the EU Acquis and relevant EU recommendations of the accession process, furthermore the CEPOL Regulation (2023-2027)

Goal 2: CEPOL will foster a common EU law enforcement culture via training

Achieving a **common law enforcement culture** within (and beyond) the law enforcement authorities of the EU is essential for effective cooperation to combat transnational criminality. It assumes that cooperating officials across the continent are equipped with the same competencies, knowledge, skills and attitude, hence **speak the same professional language**. CEPOL training will effectuate this progress with its **multiannual, multi-disciplinary and multi-layered, hands-on, and interactive portfolio** focusing on EU Law Enforcement Training Priorities, providing qualifications and promoting exchange programme for law enforcement officials.

Strategic Objectives:

2.1 Provide high quality training with flagship products that addresses the EU Law Enforcement Training Priorities

CEPOL will **adjust its training portfolio** in order to place already identified **priorities of law enforcement training** in the centre and to improve consistent and coherent training delivery with **multiannual** implementation.

Highlights, timeline

- Refocus the training portfolio on the most important internal security priorities:
 - EMPACT
 - Counter-terrorism
 - Cybercrime (by the CEPOL Cybercrime Academy)
 - Law enforcement cooperation, information exchange and interoperability
 - Core capability gaps, as identified by the EU-STNA (2023-2024)
- Promote safeguarding of fundamental rights by means of integrating it as a horizontal topic into operational CEPOL training activities (2023-2027)
- Restructure training packages and create Blended Learning⁶ Training packages by:
 - merging Study visits and Exchanges with training activities
 - developing and implementing a **secondment programme** (2024-2027)
- Develop new mobility programmes amongst national training institutions while advising on and mobilising EU programmes such as Erasmus+ and Member States initiatives (2025-2027)
- Enhance CEPOL's online offer by improving the balance with other onsite training activities (2023-2024)
- Engage with the EMPACT mechanism for further development of training programmes (capitalise on the inputs of EMPACT, organise training for EMPACT coordinators and drivers) (2023-2025)
- Increase the effectiveness of the selection of participants to fit the target group (2023-2027)
- Gradually extend the CEPOL Knowledge Centre model to ensure consistent and coherent training planning and delivery (2024-2027)

⁶ „Blended learning' is the term used in formal education and training to describe when a school, educator or student takes more than one approach to the learning process.“ <https://education.ec.europa.eu/focus-topics/digital-education/action-plan/action-2>

2.2 Develop new, innovative, specialised and multi-layered learning solutions

The high-speed changes in the learning environment require a high degree of agility from CEPOL to meet the expectations of trainees and stakeholders. CEPOL will develop **new learning solutions** facilitating **interactivity** and a **unique learning experience**.

Highlights, timeline

- Develop tailor-made training programmes to assist careers and foster capacity of Law Enforcement officials to engage and be active in international operations and cooperation (2024-2027)
- Design and implement a new learning environment and new methodologies focusing on operational, hands-on, interactive approaches, simulations, exercises, and student-centred learning (2024-2027)
- Design new training products:
 - promoting the creation of learning communities;
 - EU Law Enforcement Challenge – simulation exercise;
 - High Impact Serious Organised Crime Training Programme (12 weeks);
 - technology related training (PPP);
 - EMPACT multipurpose laboratory;
 - CEPOL Law Enforcement Virtual World (2025-2027)
- Facilitate a regional training response to MS Priorities and main threats (2024-2027)
- Design and implement multiannual training packages (potentially under grants) (2023-2027)
- Develop and implement a CEPOL Master's Programme (2024-2027)
- Design and implement joint training products for mixed EU and non-EU Law Enforcement audiences in priority areas (2023-2027)
- Promote a high-level Forum of Experts from non-EU countries to exchange best practices and lessons learned with the Member States (e.g. CT/OC) via LEEEd (2024-2027)
- Develop evidence-based thematic dimensions relevant for the EU Security Union Strategy (e.g. Law Enforcement cooperation EMPACT and Counter-terrorism) in training provided for non-EU countries (2024-2027)
- Develop internal mechanism to address emerging threats with reserving resources for such training activities (2023-2027)
- Ensure the availability of information on emerging needs and threats (CEPOL is able to monitor the emerging needs and threats close to the policy-making level by taking part in EU relevant forums) (2023-2027)

2.3 Extend the outreach of law enforcement training through a cascading effect

CEPOL will fulfil its responsibility for the EU and its non-EU partner countries in terms of developing means to provide the law enforcement community with an appropriate and suitable competency enhancement. One of the instruments to achieve this objective is the promotion of **cascading** by means of **Train-the-Trainers activities, e-learning solutions, preparation of handbooks, guidelines, and manuals**.

Highlights, timeline

- Increase the number of Train-the-Trainers programmes delivered per year on specific topics (not only on training methodology), e.g. SOC; CT; INT; Cyber, with a special focus on Law Enforcement Trainers (2024-2027)
- Develop handbooks, guidelines and manuals in line with the EU Law Enforcement Training Priorities and disseminate such products to and through national training institutions (2025-2027)
- Give guidance for the implementation of a national cascading system, which involves engaging participants to draft a cascade plan during training activities (2026-2027)
- Provide LEEed support for national training (2026-2027)
- Offer career relevant certification for law enforcement officials in the EU Member States and its partner countries on all Moodle platforms available around EU (2024-2027)
- Offer certification **for digital investigation** and gradually extend it to other priorities. (2024-2027)

Goal 3: CEPOL will promote accreditation of law enforcement vocational training

Strategic Objective

3.1 Develop a framework for accreditation of training activities corresponding with the EU Law Enforcement Training Priorities

Accreditation of vocational training means that the **highest standards** are applied, and **trainees are qualified** in certain domains with **tested and certified competencies**.

CEPOL aims to create a **sectoral qualification framework for accreditation** enabling the Agency to take an active role in accrediting training activities implemented in line with the EU Law Enforcement Training Priorities. There are already instances of practical implementation of EU sectoral qualification framework and training accreditation. CEPOL will thoroughly study the achievements and lessons learned of those examples and explore the adequate way to address this challenge hand-in-hand with EU Members States and EU agencies.

Highlights, timeline

- Establish a **framework for the accreditation of law enforcement training** programmes developed on the basis of the EU Law Enforcement Training Priorities including:
 - the development of a **Sectoral Qualifications Framework(s)** (SQF[s]) for Law Enforcement officials in line with the EU Law Enforcement Training Priorities involving competency profiles, learning outcomes, European validation of SQF(s), evaluation of SQF(s) and consideration of its/their alignment with the European Qualifications Framework (EQF), review and endorsement of SQF(s);
 - a peer-to-peer review among Member States training institutions;
 - consultation with Member States and EU actors on their accreditation experiences in the context of vocational training;
 - the development of a working methodology;
 - the gradual certification and accreditation of CEPOL training products where applicable (2025-2027).
- Improve the evaluation system of CEPOL by involving:

- the Kirkpatrick model⁷ or exploring other up-to-date methodologies;
 - a competency-based assessment practice, entry/exit tests for complex learning programmes, impact assessment, evaluation of a return of investment;
 - the revision of KPI/PI;
 - the measurement of the impact/return of investment (2024-2027).
- Explore ways to identify a unique product to be offered by CEPOL in **cooperation with accredited universities in the MS** (e.g. vocational training through projects with universities, Master Programme) (2025-2027)
 - Revise the required key accountabilities for TRU staff (e.g. mandatory TtT at least at national level) **for specific positions** focused on training design, delivery and evaluation (2024-2027)

Goal 4: CEPOL will excel at governance as a modernised EU Agency trusted by its stakeholders

Besides upholding and improving its good practices and processes, the agency must advance on **streamlining its workflows and improving its corporate culture**.

The capacity for operational training activities within the current **CEPOL HQ** is by far not sufficient and increased demand requires more and better functional rooms for training activities and meetings.

Strategic Objective

4.1 Optimise CEPOL's processes, workflows and management of resources

Opportunities lie ahead for **optimising** CEPOL's existing **processes and workflows** and gradually introducing new **digital management systems** with the aim of supporting the overall performance of the agency.

Highlights, timeline

- Reorganise the **TRU sectors** in accordance with major **thematic areas/clusters** following the future revised training programme (2023)
- Increase the administrative efficiency of the agency by:
 - enhancing **inter-sectorial coordination** within CEPOL and information workflow;
 - **simplifying existing procedures** and eliminating redundant or unnecessary quality documents and bureaucracy (2023-2027);
 - further **implementing digital transformation and information management** (e.g. document management system, intranet) (2023-2027);
 - continuing **to monitor budget implementation, revising and redirecting operational and administrative costs to maximise consumption and efficiency gains** (2023-2027).
- Strengthen **CEPOL's corporate and ownership culture and team coherence**; (e.g. one step was taken by ensuring staff participation in formulating the mission, vision and strategy of the Agency); increasing commitment, common understanding, mutual knowledge and coordination, which results in CEPOL becoming an organisation that learns from itself

⁷ <https://www.kirkpatrickpartners.com/the-kirkpatrick-model/> The Kirkpatrick evaluation model partially has been used by CEPOL for training evaluation. Applying the full Kirkpatrick model or choosing an alternative solution may significantly improve impact oriented evaluation.

- Re-prioritise and re-think the volume and **implementation mode** of activities which support the core business (e.g. too many financial and human resources are devoted to managing travel arrangements) (2023)
- Offer continuously specialised **training** to CEPOL staff to increase their efficiency (2023-2027)
- Propose a project-based financing scheme of capacity building actions to be **combined with annual subsidy**-based financing and supported with temporary agent positions (2025-2027)
- Maintain and gradually extend **ISO 29993:2017** standards/certification to all CEPOL's training activities (onsite and online) and to those implemented by CEPOL Framework Partners (2024-2027)
- Implement the ISO 29993:2017 standards to CEPOL training activities implemented by Framework Partners. Explore options for the Framework Partners to be ISO certified (2024-2027)
- Maintain good governance and efficient management of HR and budget resources in compliance with applicable rules and regulations

4.2 Provide the agency with an appropriate infrastructure that is suitable to ensure the achievement of CEPOL's strategic training goals

CEPOL will continue the negotiation with the host country towards obtaining **premises fit for purpose and for assuring an up-to-date digital environment.**

Highlights, timeline

- Continue liaising with the host country concerning CEPOL's infrastructure and take the necessary actions to ensure the **training and meeting facilities are fit for the current hybrid format** (short-term) and that the future CEPOL premises are aligned to the needs of a **fully-fledged training centre** (2023-2027)
- The negotiation for the new building shall consider the **environmental aspects** in line with the European Green Deal policy (e.g. EMAS certified building, use of green electricity, solar panels, use of rain water, state of art cooling/heating etc. in order to reduce CO2 footprint of the agency) (2023-2027)

4.3 Manage CEPOL stakeholders, external relations, internal and external communications to reinforce awareness and visibility of the agency

CEPOL will improve its stakeholder management by a more systematic approach.

Highlights, timeline

- Implement and revise the existing **external relations sub-strategy** (2023-2027)
- Create a **stakeholder matrix** and management system to utilise it for raising awareness as well as the visibility of CEPOL (2023-2027)
- Broaden the scope of the mandate of CEPOL **liaison officer**(to foster external relationships and stakeholder management (2025-2027)
- Elaborate and implement the new **Communications Strategy** (with provisions on quality control of any external communication by staff) (2023-2027)