

DECISION 10/2015/GB
OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE
REVISION OF THE SHORT-TERM STRATEGY FOR THE TRANSITION OF CEPOL
(2014-2017)

AND

AMENDING DECISION 12/2014/GB
OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE

Adopted by the Governing Board
on 12 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 outcomes of proceedings of the 32nd Governing Board Meeting (11-12 November 2014) in Rome, where the revised Short-Term Strategy for the Transition of CEPOL (2014-2017) has been approved,

HAS ADOPTED the revised Short-Term Strategy for the Transition of CEPOL (2014-2017) as detailed in the Annex to this Decision.

Done in Rome, 12 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).

CEPOL SHORT-TERM STRATEGY 2014-2017

Executive Summary

Working Group objective

To develop a strategy that will assist the Governing Board in providing a framework of advice and guidance on how best to implement the CEPOL mission over the next four years during this significant period of transition and relocation.

Training delivery services

At CEPOL we consider that the priority for delivering training is that it remains operationally relevant and quality assured. More specifically, by quality it is meant the quality of curricula, teachers, students and the learning environment.

During the transition period the aim of the short-term strategy is to maintain the quality of the training provision and the effectiveness and efficiency of its implementation. This strategy will also account for future European Commission's legislative proposals amending decision 2005/681/JHA, in light of the future tasks envisaged for CEPOL such as those outlined in the Communication from the Commission, *Establishing a European Law Enforcement Training Scheme*²

Structure of the short-term strategy

The short-term strategy consists of two parts. Part A comprises of three *Goals* dealing with training delivery and relations. Part B comprises of one *Goal* dealing with CEPOL's relocation, on the one hand the physical aspect of moving the secretariat into its new premises in Budapest and on the other hand the HR component. A Key Performance Indicator has been allocated for each Goal. In addition, for each Goal there are a set of Strategic Objectives along with relevant Performance Indicators. Risks have been identified for each of the Goals accompanied by a high level Action Plan, although for Part B (relocation of CEPOL), the action plans have been omitted as a more detailed relocation plan and an envisaged HR policy have already been developed that will cover all aspects of the relocation phase.

Political, legislative and governance considerations

On 16 April 2014 the European Parliament voted positively on CEPOL's complete independence. At the time this document is being drafted the decision is expected to be adopted by the Council on 06 May 2014 in the context of the co-decision process. These developments clearly reinforce the importance that CEPOL maintains its complete independence. Other considerations included in this strategy are;

- Implementation of the priorities and actions necessary to successfully relocate CEPOL to Hungary, accounting for the effective alignment of HR requirements
- During transition CEPOL will maintain the quality of its training delivery services and commitments
- Budget statement: given the current economic environment within both MS and the EU, CEPOL will have to continue striving for cost-efficiencies in making best use of its resources. It is clear that CEPOL will continue to face pressure to reduce costs³

² Brussels, 27.3.2013, COM(2013) 172 final

³ Communication from the Commission: *Programming of human and financial resources for decentralised agencies 2014-2020*

- Be ready for future challenges and commitments as determined by the GB, EC and other stakeholders
- Use this period as an opportunity to improve the effectiveness of governance and decision-making within the Agency
- To propose the introduction of a new joint, tri-partite Presidency structure⁴

By the effective implementation of this strategy in conjunction with other relevant policies and plans, the Agency will have the opportunity to manage the significant change and challenge of its transition, whilst also maintaining and improving the quality of its current services and ways of working in order to achieve an even brighter future in delivering the CEPOL mission.

⁴ CEPOL Five-year external evaluation, final report 2006-2010 (31.01.2011)

CEPOL SHORT-TERM STRATEGY 2014-2017

PART A: TRAINING DELIVERY SERVICES AND RELATIONS

Goal 1: An enhanced independent CEPOL capability that delivers efficient training and education services		
Key Performance Indicator 1:		
<ul style="list-style-type: none"> • Satisfaction of training provided by CEPOL (90%), 		
Strategic Objectives		
<p>1.1. Enhanced leadership and command training⁵ of executive and operational police and law enforcement officers and staff</p> <p>1.2. Effective interoperability⁶ and shared good practice</p> <p>1.3. Maintain and develop CEPOL training portfolio</p>		
<p>Performance Indicators</p> <ul style="list-style-type: none"> • 20% increase in the number of participants in leadership development activities by 2017 • 10% increase in the overall participation in the CEPOL residential activities • Implementation of CEPOL-led planned JHA scorecard activities (80%) 		
<p>Risks:</p> <p>1.1. Lack of political support</p> <p>1.2. The on-going effect of austerity on Member States and European Institutions</p> <p>1.3. Loss of key skills and knowledge within the Agency</p> <p>1.4. Appropriate levels of funding are maintained or adjusted</p> <p>1.5. Interruption of secretarial support (2015)</p>		
Action Plan	Year⁷	Responsible
1.1. Develop a training plan to include current commitments and the on-going development of the common curricula, exchange programme and e-learning modules	2014 – 15	
1.2. Development and delivery of a reduced training plan to include contingency planning in relation of future priorities	2014 – 15	
1.3. Consolidating and expanding the CEPOL training plan and services	2016 – 17	
1.4. To raise the profile of CEPOL’s role in disseminating research by establishing a formal Research Award scheme and other visibility initiatives.	2016 – 17	

⁵ Training to include sub-projects such as Master-class programmes, all as part of current and future training developments

⁶ Interoperability is the ability of making systems and organizations to work together (cross-cutting issues among agencies, organisations and topics)

⁷ First year of the task completion (continual implementation foreseen)

1.5. To conduct or commission a stakeholder satisfaction survey	2017	
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Goal 2: Strengthening the CEPOL network and enhancing the external relations

Key Performance Indicator 2

Overall rate of implemented agreements⁸ (80%)

Strategic Objectives

- 2.1 Improved partnership, collaboration and coordination across the network⁹
- 2.2 Improved partnership, collaboration and coordination of external relations aligned to the EU policy objectives and priorities

Performance Indicators

- Percentage of CEPOL framework partners implementing activities under framework partnership agreements (90%)
- Percentage of Working Arrangements with third countries effectively been implemented (80%)

Risks:

- 2.1. *Lack of political support*
- 2.2. *The on-going effect of austerity on Member States and European Institutions*
- 2.3. *Appropriate levels of funding are maintained or adjusted*
- 2.4. *Unwillingness of partners to participate in CEPOL activities*

Action Plan	Year¹⁰	Responsible
2.1. Review the current status and relevance of the Agency's external relations strategy and agreements	2014	
2.2. To communicate to the GB (using the launch of the short-term strategy) the necessity for increased support ¹¹ by the MS	2014 – 15	
2.3. To review and secure the budgetary requirements for enhancing the network and relations	2014 – 15	
2.4. Development of a network and external relations approach that supports future restructuring plans to include the increased use of suitable seconded (SNE) officers and staff	2016 – 17	

⁸ E.g.: Memorandums of Understanding, Cooperation Agreements, Working Arrangements, etc.

⁹ The CEPOL network

¹⁰ First year of the task completion (continual implementation foreseen)

¹¹ By support this could mean practical, technical, administrative (ie. SNEs) and/or political

Goal 3: Maintaining and improving the effectiveness of the current governance¹² structures and processes whilst preparing for future commitments		
Key Performance Indicator 3		
<ul style="list-style-type: none"> • Implementation of the CEPOL strategy (80 %) 		
Strategic Objectives		
<p>3.1 Safeguard continued support by MS for the Senior Management Team</p> <p>3.2 Enhance proactive and consistent involvement of MS in supporting and promoting the roles and responsibilities of the Agency</p> <p>3.3 Improved alignment of decision making within the Agency, specifically in relation to coordinating the work and priorities of the Presidencies</p> <p>3.4 A timely review of improved, more integrated and consistent quantitative and qualitative evaluation and commissioning¹³</p>		
<p>Performance Indicators</p> <ul style="list-style-type: none"> • Implementation of the annual work programme and the budget (95 %) • Implementation of a new evaluation system for the whole CEPOL training portfolio by the end of 2016 (100 %) • Grant Agreements implemented vs. signed (95 %) • Five-year-evaluation to be completed by the end of 2015 		
<p>Risks:</p> <p>3.1. Lack of consistent support by MS and European Institutions</p> <p>3.2. Lack of harmonisation between the Agency and the Chair of the Presidency, and between Presidencies</p> <p>3.3. Continued tension between the Secretariat and MS on the effective application of certain processes, such as evaluation or commissioning of grant agreements</p> <p>3.4. The current Decision making cycle not being 'fit for purpose', i.e. frequency of GB meetings and/or over reliance on the use of Written Procedures</p>		
Action Plan	Year¹⁴	Responsible
3.1. To communicate to the GB (using the launch of the short-term strategy) the necessity for increased support and better coordination by MS at the national level	2014	
3.2. Develop and apply a new Director's executive monthly report to the GB Voting Members	2014	
3.3. Review of the effectiveness or not of the current Agency decision making cycle ¹⁵	2014	

¹²By Governance we refer to both the Senior Management Team (SMT) of the Secretariat as well as the Governing Board (GB)

¹³Order or authorize the production of something

¹⁴ First year of the task completion (continual implementation foreseen)

¹⁵ By decision making cycle we mean the scheduling and application of decisions at both the GB and operational levels

3.4. Develop a new mechanism for aligning the objectives of the incoming Presidency nationally, with the Agency's strategy and priorities	2014 – 15	GB & Secretariat
3.5. Review and develop an analysis and coordination process that enables improved intelligence and quality of information flows across both MS and the wider EU executive structure	2016 – 17	
3.6. To develop and present an Agency strategic paper to the Council on the introduction of a new 18 month Joint (Tripartite) Presidency with a single Chair ¹⁶	2016 – 17	GB & Secretariat

¹⁶ Aligned to the current Presidency structure and process adopted by EUROPOL

PART B: CEPOL RELOCATION

Goal 4: To effectively support the relocation of the staff of the Agency into Hungary and taking measures to keep them in active employment by the means of competitive working terms and conditions

Strategic Objectives

- 4.1. Advocate an equitable remuneration, working terms and conditions for Agency staff relocating to Hungary
- 4.2. Ensure timely and accurate communication to staff on all matters associated with both relocation and working terms and conditions
- 4.3. To clarify and secure the necessary entitlements for the staff
- 4.4. To implement an dynamic selection and recruitment process, to include specific increase in the use of Seconded National Experts (SNE's¹⁷)
- 4.5. Ensure effective allocation of HR funding such as enabling re-grading of temporary and contract staff and recruitment of SNEs¹⁸

Risks:

- 4.1. Long-term disruption of the Agency's operations and services
- 4.2. Termination of contracts (with regards to notice period and entitlements)
- 4.3. Premature loss of staff and marked decrease in morale
- 4.4. Not securing or retaining the necessary funds for relocation, operations and future HR requirements
- 4.5. Failure to achieve required staffing levels within the necessary timescales
- 4.6. Reluctance of Member States to release SNEs both in terms of cost, value and time
- 4.7. Agency not being able to retain the savings budget

¹⁷ See Action Plan 2.4 (pg 5)

¹⁸ To ensure appropriate and consistent SNE staff terms and conditions are clarified and agreed upon in relation to this strategy