

DECISION 12/2014/GB

OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE

ADOPTING THE SHORT-TERM STRATEGY FOR THE TRANSITION OF CEPOL (2015-2016) AND AMENDING DECISION 29/2013/GB

Adopted by the Governing Board
on 20 May 2014

THE GOVERNING BOARD,

Having regard to Council Decision 2005/681/JHA of 20 September 2005 establishing a European Police College (CEPOL) and repealing Decision 2000/820/JHA (hereinafter referred to as "the Council Decision")¹,

Article 1

HAS ADOPTED the short-term strategy for the transition of CEPOL as set out in the Annex to this decision.

Article 2

HAS EXTENDED the duration of the Working Group for one year until 25 August 2015.

Article 3

HAS TASKED the Working Group with the revision of the remit (Terms of Reference) for an enhanced Working Group for the development of CEPOL's strategy.

Article 4

HAS AGREED that the composition of the enhanced Working Group is being increased to nine (9) experts in total plus one (1) observer of the European Commission.

This Decision shall take effect on the day following that of its adoption.

Done in Athens, 20 May 2014

For the Governing Board

Vasilios Kontogiannis
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*¹

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 two *Goals* 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

¹ Brussels, 27.3.2013, COM(2013) 172 final

- 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 costs¹
- 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 structure²

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.

¹ Communication from the Commission: *Programming of human and financial resources for decentralised agencies 2014-2020*

² 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 satisfactory, effective and efficient training and education services		
Key Performance Indicator 1:		
<ul style="list-style-type: none"> Satisfaction of training provided by CEPOL (90%), and stakeholder satisfaction (80 %) 		
Strategic Objectives		
<p>1.1. Enhanced leadership and command training¹ of executive and operational police and law enforcement officers and staff</p> <p>1.2. Effective interoperability² and shared good practice</p> <p>1.3. Maintain and develop CEPOL training portfolio</p>		
Performance Indicators		
<ul style="list-style-type: none"> Increased number of participants in leadership development trainings and programmes (growing overall number of participants) Implementation of the joint scorecard of the JHA Agencies (90%) Implementation of adjusted of new training products in accordance with the strategic training needs assessment (70%) 		
Risks:		
<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	Year³	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 Training to include sub-projects such as Master-class programmes, all as part of current and future training developments

² Interoperability is the ability of making systems and organizations to work together (cross-cutting issues among agencies, organisations and topics)

³ First year of the task completion (continual implementation foreseen)

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1.3. Consolidating and expanding the CEPOL training plan and services	2016 – 17	
1.4. To establish a formal research programme that links more effectively into the wider CEPOL training portfolio	2016 – 17	

Goal 2: Strengthening the CEPOL network and enhancing the external relations		
<i>Key Performance Indicator 2</i> <i>Overall rate of effective agreements¹ (70%)</i>		
Strategic Objectives		
2.1 Improved partnership, collaboration and coordination across the network ² 2.2 Improved partnership, collaboration and coordination of external relations aligned to the EU policy objectives and priorities		
Performance Indicators <ul style="list-style-type: none"> • Rate of effective agreements within the network (95 %) • Rate of effective external agreements (90 % by 2017) 		
Risks: <ul style="list-style-type: none"> 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	Year³	Responsible
2.1.1. 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 ⁴ by the MS	2014 – 15	
2.3. To review and secure the budgetary requirements for enhancing the network and relations	2014 – 15	

¹ E.g.: Memorandums of Understanding, Cooperation Agreements, Working Arrangements, etc.

² The CEPOL network

³ First year of the task completion (continual implementation foreseen)

⁴ By support this could mean practical, technical, administrative (ie. SNEs) and/or political

<p>2.4. Development of a network and external relations strategy that supports future restructuring plans to include the increased use of suitable seconded (SNE) officers and staff</p>	<p>2016 – 17</p>	
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Goal 3: Maintaining and improving the effectiveness of the current governance¹ structures and processes whilst preparing for future commitments

Key Performance Indicator 3

- *Commitment of the GB to support the CEPOL strategy and its implementation (80 %)*

Strategic Objectives

- 3.1 Safeguard continued support by MS for the Senior Management Team
- 3.2 Enhance proactive and consistent involvement of MS in supporting and promoting the roles and responsibilities of the Agency
- 3.3 Improved alignment of decision making within the Agency, specifically in relation to coordinating the work and priorities of the Presidencies
- 3.4 A timely review of improved, more integrated and consistent quantitative and qualitative evaluation and commissioning²

Performance Indicators

- 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 2015 (100 %)
- Implementation of Grant Agreements (95 %)
- Five-year-evaluation including the implantation of the European Police Exchange Programme to be completed by the end of 2015

Risks:

- 3.1. *Lack of consistent support by MS and European Institutions*
- 3.2. *Lack of harmonisation between the Agency and the Chair of the Presidency, and between Presidencies*
- 3.3. *Continued tension between the Secretariat and MS on the effective application of certain processes, such as evaluation or commissioning of grant agreements*
- 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*

¹By Governance we refer to both the Senior Management Team (SMT) of the Secretariat as well as the Governing Board (GB)

²Order or authorize the production of something

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Action Plan	Year ¹	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 ²	2014	
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 ³	2016 – 17	GB & Secretariat

¹ First year of the task completion (continual implementation foreseen)

² By decision making cycle we mean the scheduling and application of decisions at both the GB and operational levels

³ Aligned to the current Presidency structure and process adopted by EUROPOL

PART B: CEPOL RELOCATION

<i>Goal 4: To successfully relocate the Agency to Hungary in 2015 (PHYSICAL)</i>
<i>Key Performance Indicator 4</i> <i>Relocation of CEPOL accomplished by April 2015 (100 %)</i>
Strategic Objectives
<p>4.1. Establishment of HQ Agreement and effective service level agreement between the Hungarian authorities and CEPOL</p> <p>4.2. To ensure the minimum disruption of the business continuity of secretariat functions during the physical move</p> <p>4.3. To have an induction programme to Budapest for all staff concerned, initiated by June 2014</p> <p>4.4. To successfully implement the Relocation Plan move into the new CEPOL premises and be fully operational by the end of March 2015</p> <p>4.5. To identify and secure the necessary funding for the relocation</p>
<i>Performance Indicators</i> <ul style="list-style-type: none">• <i>Securing the relocation budget (100 %)</i>• <i>Operational service level provided during the relocation period (one week disruption)</i>
<i>Risks:</i> <p>4.1. <i>Pending final political agreement to relocate to Hungary</i></p> <p>4.2. <i>The new CEPOL premises not ready on time (March 2015)</i></p> <p>4.3. <i>Ensuring continuity of secretariat services during induction and physical move to Budapest</i></p> <p>4.4. <i>Effectively moving individuals¹ and the Agency</i></p> <p>4.5. <i>Lack of clarity of source funding (relocation budget)</i></p>

¹ Currently, individuals will be responsible for their own physical relocation

<p><i>Goal 5: 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</i></p>
<p><i>Key Performance Indicator 5</i> <i>Number of posts filled in in accordance with the amended establishment plan (80 % by the end of 2016)</i></p>
<p style="text-align: center;">Strategic Objectives</p>
<p>5.1. Establish an equitable remuneration, working terms and conditions for Agency staff relocating to Hungary</p> <p>5.2. Ensure timely and accurate communication to staff on all matters associated with both relocation and working terms and conditions</p> <p>5.3. To clarify and secure the necessary entitlements for the staff</p> <p>5.4. To implement an dynamic selection and recruitment process, to include specific increase in the use of Seconded National Experts (SNE's¹)</p> <p>5.5. To clarify the specific issues of the legal basis and rules associated with the relocation of staff and operations to Hungary</p> <p>5.6. Ensure effective allocation of HR funding such as enabling re-grading of temporary and contract staff and recruitment of SNEs²</p>
<p><i>Performance Indicators</i></p> <ul style="list-style-type: none"> • <i>Rate of staff willing to relocate to Budapest (50 %)</i> • <i>Timely information of staff about the impact of relocation (100 %)</i> • <i>Increasing the number of Seconded National Experts to 10</i> • <i>Review of posts according to the proposed establishment plan (100%)</i>
<p><i>Risks:</i></p> <p>5.1. <i>Long-term disruption of the Agency's operations and services</i></p> <p>5.2. <i>Termination of contracts (with regards to notice period and entitlements)</i></p> <p>5.3. <i>Premature loss of staff and marked decrease in morale</i></p> <p>5.4. <i>Not securing or retaining the necessary funds for relocation, operations and future HR requirements</i></p> <p>5.5. <i>Failure to achieve required staffing levels within the necessary timescales</i></p> <p>5.6. <i>Reluctance of Member States to release SNEs both in terms of cost, value and time</i></p> <p>5.7. <i>Agency not being able to retain the savings budget</i></p>

¹ See Action Plan 2.4 (pg 5)

² To ensure appropriate and consistent SNE staff terms and conditions are clarified and agreed upon in relation to this strategy