

DECISION 18/2015/GB  
OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE  
**ADOPTING THE UPDATED SHORT-TERM STRATEGY (2014-2017)**  
**AND**  
**CLOSING THE WORKING GROUP FOR THE DEVELOPMENT OF THE SHORT-TERM  
STRATEGY FOR THE TRANSITION OF CEPOL**

Adopted by the Governing Board  
on 20 May 2015

CEPOL – ADOPTING THE UPDATED SHORT-TERM STRATEGY (2014-2017) AND  
CLOSING THE WORKING GROUP FOR THE DEVELOPMENT OF THE SHORT-TERM STRATEGY FOR  
THE TRANSITION OF CEPOL

THE GOVERNING BOARD,

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

Having regard to the proposal of the Director;

Having regard to the discussions held during the 33<sup>rd</sup> Governing Board Meeting (19-20 May 2015) in Jurmala,

HAS ADOPTED THIS DECISION

*Article 1*

The updated Short-Term Strategy (2014-2017), as detailed in the Annex to this Decision, has been adopted.

*Article 2*

Following the Director's Assessment, the working group tasked with the development of the Short-Term Strategy for the transition of CEPOL is hereby closed.

Done in Jurmala, 20 May 2015

*For the Governing Board*

*Gatis Švika*  
*Chair of the Governing Board*

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<sup>1</sup> 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<sup>2</sup>

### *Executive Summary*

CEPOL's leading principles remain as follows:

#### **Mission**

CEPOL as a European Union Agency contributes to European police cooperation through learning to the benefit of European citizens.

#### **Vision**

CEPOL's vision is to be acknowledged by allied agencies and authorities in the policing and educational world to be the primary source of learning and development in the field of education and training for enhanced cooperation and policing in Europe.

#### **Values**

- Primary source of knowledge
- Respect for diversity
- Faith in justice and policing

#### **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 before the entering to force of the new Regulation.

#### **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, taking into consideration the Communication from the Commission, *Establishing a European Law Enforcement Training Scheme*<sup>3</sup>

#### **Structure of the short-term strategy**

The short-term strategy comprises of three *Goals* dealing with training delivery, relations and 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.

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<sup>2</sup> Focus on the period preceding the enter into force of the new Regulation

<sup>3</sup> Brussels, 27.3.2013, COM(2013) 172 final

## **Political, legislative and governance considerations**

On 16 April 2014 the European Parliament voted positively on CEPOL's complete independence. The Council on 06 May 2014 in the context of the co-legislation process also adopted the Regulation 543/2014. These developments clearly reinforce the importance that CEPOL maintains its complete independence. Other considerations included in this strategy are;

- Budget statement: given the current economic environment within both Member States 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 costs<sup>4</sup>
- Be ready for future challenges and commitments as determined by the Governing Board, the European Commission and other stakeholders
- Use this period as an opportunity to improve the effectiveness and efficiency of governance and decision-making within the Agency
- To support the philosophy of the 18-months Chairmanship of the Governing Board.<sup>5</sup>

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.

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<sup>4</sup> Communication from the Commission: *Programming of human and financial resources for decentralised agencies 2014-2020*

<sup>5</sup> CEPOL Five-year external evaluation, final report 2006-2010 (31.01.2011)

**CEPOL SHORT-TERM STRATEGY 2014-2017**

**TRAINING DELIVERY SERVICES, RELATIONS AND HUMAN RESOURCES**

<b>Goal 1: An enhanced independent CEPOL capability that delivers efficient training and education services</b>		
<i>Key Performance Indicator 1:</i>		
<ul style="list-style-type: none"> <li>• Satisfaction of training provided by CEPOL (90%)</li> </ul>		
<b>Strategic Objectives</b>		
1.1. Enhanced leadership and command training <sup>6</sup> of executive and operational police and law enforcement officials 1.2. Effective interoperability <sup>7</sup> and shared good practice 1.3. Maintain and develop CEPOL training portfolio		
<b>Performance Indicators</b> <ul style="list-style-type: none"> <li>• 20% increase in the number of participants in leadership development activities by 2017</li> <li>• 10% increase in the overall participation in the CEPOL residential activities</li> <li>• Implementation of CEPOL-led planned JHA scorecard activities (80%)</li> </ul>		
<b>Risks:</b> <ul style="list-style-type: none"> <li>1.1. Lack of political support</li> <li>1.2. The on-going effect of austerity on Member States and on European Institutions</li> <li>1.3. Loss of key skills and knowledge within the Agency</li> <li>1.4. Appropriate levels of funding are maintained or adjusted</li> </ul>		
<b>Action Plan</b>	<b>Year<sup>8</sup></b>	<b>Responsible</b>
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	2015-16	Head of Operations Department
1.2. Consolidating and expanding the CEPOL training plan and services	2015 – 17	Head of Operations Department
1.3. To conduct or commission a stakeholder satisfaction survey	2017	Director

<sup>6</sup> Training to include sub-projects such as Master-class programmes, all as part of current and future training developments

<sup>7</sup> Interoperability is the ability of making systems and organizations to work together (cross-cutting issues among agencies, organisations and topics)

<sup>8</sup> First year of the task completion (continual implementation foreseen)

<b>Goal 2: Strengthening the CEPOL network and enhancing the external relations</b>		
<i>Key Performance Indicator 2</i> Overall rate of implemented agreements <sup>9</sup> (80%)		
<b>Strategic Objectives</b>		
2.1 Improved partnership, collaboration and coordination across the network <sup>10</sup> 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"> <li>• Percentage of CEPOL framework partners implementing activities under framework partnership agreements (90%)</li> <li>• Percentage of Working Arrangements with third countries effectively been implemented (80%)</li> </ul>		
Risks: <ul style="list-style-type: none"> <li>2.1. Lack of political support</li> <li>2.2. The on-going effect of austerity on Member States and European Institutions</li> <li>2.3. Appropriate levels of funding are maintained or adjusted</li> <li>2.4. Inability of partners to participate in / implement CEPOL activities</li> </ul>		
<b>Action Plan</b>	<b>Year<sup>11</sup></b>	<b>Responsible</b>
2.1. Review <sup>12</sup> the current status and relevance of the Agency's Working Arrangements with third countries and cooperation agreements	2016	Director
2.2. To communicate to the Governing Board and to relevant stakeholders the necessity for increased support <sup>13</sup> with regards to the development and the implementation of CEPOL activities	on-going	GB/Director
2.3. To review and secure the budgetary requirements for enhancing both internal and external relations of the CEPOL network	on-going	GB/Director

<sup>9</sup> E.g.: Memorandums of Understanding, Cooperation Agreements, Working Arrangements, etc.

<sup>10</sup> The CEPOL network

<sup>11</sup> First year of the task completion (continual implementation foreseen)

<sup>12</sup> By review it is meant a quantitative approach for 2015 without prejudice to a more detailed analysis (qualitative) in the context of the new Regulation

<sup>13</sup> By support this could mean practical, technical, administrative (ie. SNEs) and/or political

<b>Goal 3: Maintaining and improving the effectiveness of the current governance<sup>14</sup> structures and processes whilst preparing for future commitments</b>		
<i>Key Performance Indicator 3</i>		
<ul style="list-style-type: none"> <li>• Implementation of the CEPOL strategy (80 %)</li> </ul>		
<b>Strategic Objectives</b>		
<p>3.1 Safeguard continued support by Member States for the Senior Management Team</p> <p>3.2 Enhance proactive and consistent involvement of Members States 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 commissioning<sup>15</sup></p> <p>3.5 Advocate an equitable remuneration, working terms and conditions for the Agency staff</p>		
<p>Performance Indicators</p> <ul style="list-style-type: none"> <li>• Implementation of the annual work programme and the budget (95 %)</li> <li>• Implementation of a new evaluation system for the whole CEPOL training portfolio by the end of 2016 (100 %)</li> <li>• Grant Agreements implemented vs. signed (95 %)</li> <li>• Five-year-evaluation to be completed by the end of 2015</li> <li>• Maximum annual turn-over of statutory staff 10%</li> </ul>		
<p><i>Risks:</i></p> <p>3.1. Lack of consistent support by Member States 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 Member States 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> <p>3.5 Loss of staff and marked decrease in morale</p>		
<b>Action Plan</b>	<b>Year<sup>16</sup></b>	<b>Responsible</b>
3.1. To communicate to the Governing Board the necessity for increased support and better coordination by Member States at the national level	2015	GB/Director
3.2. Develop a new evaluation system for the whole CEPOL training portfolio	2015	Head of Operation Department

<sup>14</sup>By Governance we refer to both the Senior Management Team (SMT), including Human Resources, of the Secretariat as well as the Governing Board (GB)

<sup>15</sup>Order or authorize the production of something

<sup>16</sup> First year of the task completion (continual implementation foreseen)

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3.3. Review of the effectiveness or not of the current Agency decision making cycle <sup>17</sup> in the context of the 5-year evaluation of CEPOL	2015	GB/Director
3.4. Development of the promotion policy	2015	GB/Director

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<sup>17</sup> By decision making cycle we mean the scheduling and application of decisions at both the GB and operational levels