CEPOL
European Police College

Annual report 2012

STRENGTHENING POLICE COOPERATION THROUGH LEARNING

Annual report 2012

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CEPOL in 2012

6 019	participants
842	trainers
293	exchangees
112	courses, seminars, conferences and online seminars
93 %	satisfaction
34	national contact points
11	course categories
5	values
1	vision
1	mission

112

courses, seminars, conferences and online seminars

CEPOL's strategic approach based on qualitative thinking and qualitative education contributes to European police cooperation through learning to the benefit of European citizens.

6 019

participants

93 %

participant satisfaction

Foreword

On 1 January 2012, Denmark took over the Presidency of the Council of the European Union and the Chair of the European Police College (CEPOL) Governing Board. The Danish Presidency logo held a dual symbolism between 1 and 2, reflecting both the 6-month duration of the Presidency and the dynamic nature of EU cooperation.

The Danish Presidency focused the work of the Governing Board on the implementation of current decisions and projects under development. Based on the recommendations of the 5-year evaluation report, the rationalisation process of the CEPOL governance structure was at the forefront; it was initiated during the Hungarian Presidency, continued during the Polish Presidency and finalised by the Governing Board decision on working groups adopted by the Governing Board at its meeting in May 2012.

In developing the European law enforcement training scheme, the Commission entrusted CEPOL with a mapping exercise, on the basis of which the Secretariat is developing a crucial component required for planning — the training needs assessment — first presented to the Governing Board during the Copenhagen meeting as a strategic document.

Early in 2013, the Commission is expected to present a communication on the European law enforcement training scheme to identify the tools and further the institutional assignments, based on an integrated approach to law enforcement training at the European Union level.

Thanks to the continued Presidency cooperation and the efforts by the Secretariat in implementing the multiannual action plan and the positive audit reports in response to these, no major problems were encountered in respect of the finalisation of the accounts for 2011. The budget procedure including the work programme for 2013 was handled in a timely manner, although the Governing Board was faced with a new strict timeline in relation to the budget authority.

With the adopted Governing Board decisions, in particular the new regulatory framework for the creation and functioning of CEPOL working groups, the Danish Presidency was able to hand over a clean agenda to the Cypriot Presidency with a strong focus on the future necessity for working groups.

Jørgen Harlev
Chair of the Governing Board
January–June 2012

The date 1 July 2012 was a historic moment for Cyprus as it undertook the Presidency of the Council of the European Union for the first time. Cyprus also took over the Presidency of the Governing Board of CEPOL. With the Cyprus logo, depicting a ship sailing towards Europe and changing into a dove, the universal symbol of peace, Cyprus wanted to share with its partners the vision for a better Europe, dedicated to the fundamental principle of solidarity and a Europe which is in a position to face more effectively today's challenges, ensuring the cohesion of the European edifice.

Under Cyprus's chair, the Governing Board focused on a number of issues, including the rationalisation of CEPOL's structure and governance. In total, 30 decisions were taken by the Governing Board under the Cyprus Presidency.

At the 28th meeting of the Governing Board, held in Nicosia on 13 and 14 November 2012, proposals were discussed regarding the establishment of working groups to support the implementation of agency tasks. In conclusion, the establishment of six working groups were finally agreed by the Governing Board.

The Cyprus Presidency also focused on supporting the European law enforcement training scheme (LETS) and the discussions regarding the new legal basis of CEPOL. Both issues, along with the possible merger of CEPOL and Europol, were also included in the agenda of the 28th Governing Board meeting and were presented by the European Commission.

Other key events during the Cyprus Presidency included the conference on overcoming attrition in domestic violence, held in Limassol in July, and the visit of the EU Commissioner for Home Affairs to CEPOL.

Moreover, during its Presidency, the Republic of Cyprus placed great emphasis on the external relations policy of CEPOL. Specifically, on 10 December 2012 the cooperation agreement between CEPOL and the academy 'Stefan Cel Mare' of the Ministry of Internal Affairs of the Republic of Moldova was signed. This event was followed by a visit to the European Union Border Assistance Mission to Moldova and Ukraine (EUBAM) in Ukraine. In addition and in line with the abovementioned policy, during the Cyprus Presidency negotiations regarding the signature of the cooperation agreement between CEPOL and the Centre for Police Education of the Albanian state police came to a successful conclusion. Furthermore, the Governing Board approved the initiation of working arrangements with the Academy of Management in Moscow.

The Cyprus Presidency of the Governing Board was held over a period during which the organisation faced crucial issues, especially with regard to its future. The discussions held during these 6 months will certainly continue during the Irish Presidency since the future of the LETS and the new legal basis of CEPOL have not been finalised. All the above as well as the issue of a possible merger of CEPOL with Europol, which has been brought up by the Commission during the Cyprus Presidency, will certainly influence the future steps of CEPOL.

Zacharias Chrysostomou
Chair of the Governing Board
July–December 2012

Introduction

The year 2012 was marked by positive changes for CEPOL.

Streamlining governance remained a priority and we continued to implement the management programme initiated in 2010. Through a combination of reduced governance costs and the greater use of new technology to facilitate training and coordination, the agency reasonably lowered the unit price of training activities. This was achieved without comprising quality as CEPOL continued to see satisfaction levels of over 90 %.

Like so many organisations, including police forces across Europe, CEPOL was not immune to the impact of the financial crisis. We delivered fewer classroom-based activities, but those that we did deliver were carefully chosen to reflect both the EU internal security needs, identified at the political level, and those needs identified by our Governing Board and national contact points. Redeploying resources within the agency in support of our core business meant that we were also able to address newly emerging demands such as incorporating EU policy cycle activities into our training catalogue. Recognising the constraints that Member States might experience, both in terms of providing training and releasing personnel for training, we took steps to ensure that CEPOL training was available to as wide an audience as ever before. First, we used savings in governance costs to finance the participation of practitioners responsible for ground work. Second, making use of the latest technology, we further developed our e-learning offering, enabling more law enforcement officials to benefit from learning and training in a very cost-effective manner.

Our innovation, creativity and dedication paid off. In 2012, more law enforcement officers participated in CEPOL activities (both classroom-based and online) than in any single previous year. In total, 6 019 people took part in one of our training activities, which was an increase of 43 % on 2011 (4 206 participants in 2011).

We could not have made such progress towards achieving our strategic goals without the professionalism and commitment of our network partners. From the Presidency teams of the Governing Board, to our national contact points and framework partners in the Members States, I would like to acknowledge and offer thanks for the crucial role they played in helping us fulfil our commitments. I look forward to their continued close cooperation.

Looking ahead, 2013 also promises change. Our mandate will be reviewed in light of further elaboration of the European law enforcement training scheme and the review of our legal framework. While we cannot anticipate every change, we will do everything we can to ensure that we continue to ensure that we offer training to as wide an audience as possible to strengthen police cooperation through learning.

Dr Ferenc Bánfi
Director

CEPOL's role in safeguarding EU internal security

The EU's internal security needs are constantly evolving, resulting in increasing demands on police forces and law enforcement officers. The right skills and the right strengths will be critical to meeting the future security challenges faced by Member States and CEPOL is a recognised provider of learning and training activities to help meet those challenges.

CEPOL's training approach is now fully integrated into the EU institutional landscape and, in 2012, had a significant number of training activities directly related to the EU policy cycle for serious and organised crime. As a European law enforcement training scheme for law enforcement evolves, CEPOL is well placed to deliver training and learning within this scheme.

CEPOL also contributes to efforts to build a common and concerted European response to crises through the provision of training in civilian crisis management, in cooperation with the European External Action Service. In 2012, as a step towards strengthening cooperation with EU neighbourhood policy countries and western Balkan countries, CEPOL extended participation in the European police exchange programme to police officers from these countries.

During 2012, CEPOL was also recognised as a stakeholder in the overall internal security strategy and welcomed an increased presence in different Council working parties and working groups, such as the Standing Committee on Operational Cooperation on Internal Security (COSI). CEPOL has also been represented at the international level, participating in different forums, including Interpol and the Police Cooperation Convention of South-East Europe (PCC-SEE), and having ad hoc cooperation with the Organisation for Security and Cooperation in Europe (OSCE) and the United Nations Office on Drugs and Crime (UNODC).

Mission, vision and values

CEPOL is an EU agency dedicated to training police officers and, in particular, to strengthening the capacity of European law enforcement agencies to respond to evolving threats, focusing on those with a European — or cross-border — dimension.

CEPOL develops its calendar of activities in response to the current assessment of security threats and needs of the Member States. Using the EU's internal security strategy, policy cycle and the Stockholm programme, CEPOL is able to create relevant and topical learning activities.

Mission

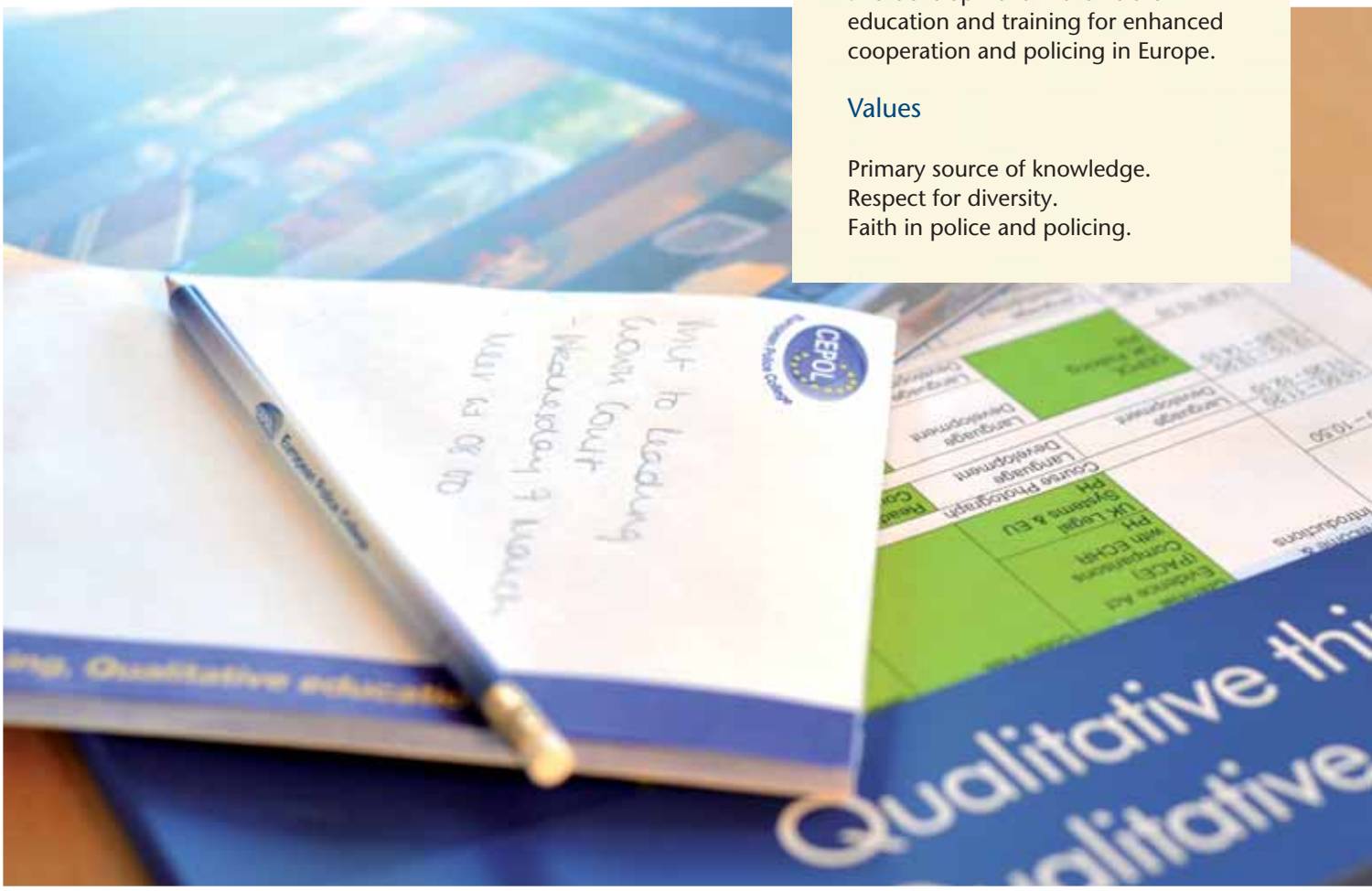
CEPOL as a European Union agency contributes to European police cooperation through learning to the benefit of European citizens.

Vision

CEPOL's vision is to be acknowledged by 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 police and policing.



Identifying training needs for the future

New challenges demand new skills.

To ensure that CEPOL's training remains relevant and responsive, the agency undertook, in 2012, two activities designed to influence the longer-term strategic outlook of the agency.

First, following a request of the European Commission in 2011, CEPOL concluded its mapping of law enforcement training activities related to cross-border cooperation in the EU, provided in and by Member States and international organisations.

Following the law enforcement training scheme (LETS) mapping exercise, CEPOL also completed a strategic training needs assessment, with a view to strengthening CEPOL's capacity to deliver training, in particular in light of the development by the Commission of a communication on the European law enforcement training scheme.

The training needs assessment analysed how the skills and competencies needed to meet the new security challenges are identified; assessed what role training at an EU-level can play in developing these competencies and skills; and identified what changes need to be incorporated into CEPOL's training portfolio. The assessment was designed to help ensure that learning priorities are driven by EU internal security objectives and aligned with the security interests of Member States, both at a political and operational level.

Both exercises looked at four areas of training: training provided at entry level and on promotion; bilateral and/or regional cooperation training; specialised training; and training of Member State officials in preparation for EU missions to non-member countries. Further, both exercises highlighted the differing levels of training currently available in Member States, with the LETS mapping exercise clearly identifying the demand and need for further EU-related training.

With regard to training provided by CEPOL, the training needs assessment raised some areas for further development, such as early training on emerging law enforcement cooperation strategies and tools, thereby ensuring a more effective implementation and the potential to provide more in-depth training in some portfolios.

As the development of the European law enforcement training scheme takes place, CEPOL anticipates becoming a provider of training and learning at the EU level. The timely identification of emerging challenges, as uncovered in these tasks, will enable CEPOL to develop strategic long-term solutions so that it can become a recognised leading EU body in the area of law enforcement education.

Organisational developments

CEPOL continued its change management programme to ensure streamlined and effective governance, the most important results of which are lower governance costs and more resources dedicated to delivering the agency's core business.

Streamlining governance and building capacity

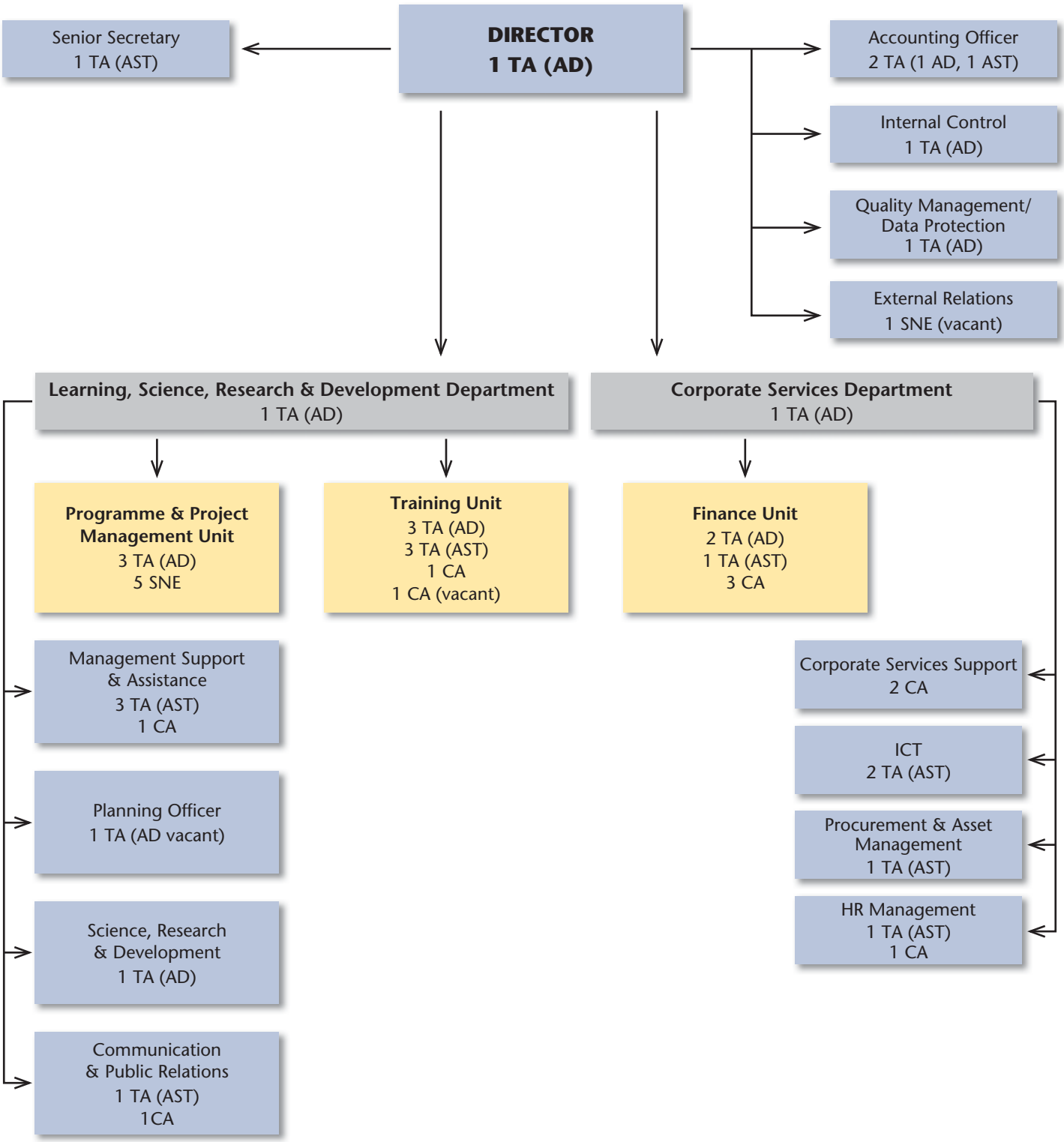
In 2012, the Governing Board met once per 6-month Presidency, with more business conducted by written procedure. In this way, the Governing Board was able to use its time together to focus on more strategic issues.

Following the disbanding of committees in 2011, existing working groups were officially disbanded in 2012, and a new results-oriented approach initiated, whereby each working group must have a clear action plan and lifespan accompanied by specific deliverables.

Over the course of 3 years, efforts to streamline governance have resulted in an approximate two thirds reduction of the governance budget (from EUR 518 500 in 2009 to EUR 169 000 in 2012).

Within the agency, efforts were taken to optimise resources through a realignment of staff, which resulted in a reduction in the director's staff. Three members of staff were redeployed to the Learning, Science, Research and Development Department (LSRDD) to provide better support the agency's core business of learning and training.

In a clear acknowledgement of CEPOL's improved performance in recent years, the agency was granted additional posts in 2012. These posts resulted in the strengthening of the agency's organisational capacity and the activation of units. By the end of 2012, the Training Unit and the Programme and Project Management Unit were established in the LSRDD and the Finance Unit became operational in the Corporate Services Department. These units will have a positive impact on the services delivered by the agency.



TA – Temporary agent
AD – Administrator
AST – Assistant
CA – Contract agent
SNE – Seconded national expert

CEPOL organisational chart, as on 31 December 2012

Management of resources

CEPOL has succeeded in building a well-balanced and experienced team of international professionals dedicated to strengthening police cooperation through learning.

The 5-year evaluation noted that CEPOL has been delivering its core services while experiencing staff shortages. In 2012, CEPOL conducted an intensive recruitment drive, aimed at filling open positions in the staffing plan.

In total, CEPOL conducted 13 recruitment campaigns in 2012, attracting over 600 applications. By the end of 2012, the agency had 26 (of 28) temporary agents (TAs) and six (of 10) contract agents (CAs) in post. These are supported by five seconded national experts.

Five implementing rules relating to the terms and conditions for the employment of CAs and TAs were adopted by the Governing Board in August 2012. These related to procedures governing the engagement of staff, middle management staff, the temporary occupation of management posts and a policy related to the prevention of psychological harassment and sexual harassment.

Budget execution

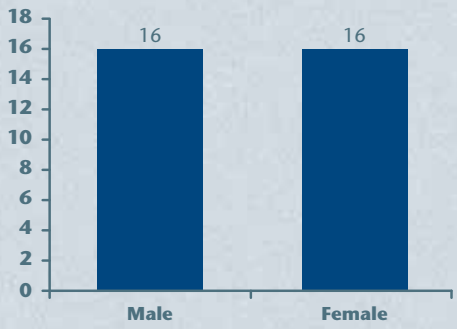
CEPOL's operating budget for 2012 was EUR 8.45 million. The budget is consumed over three budget lines: Title 1 covers staffing; Title 2 covers expenditure related to infrastructure, such as buildings; and Title 3 covers operational expenditure.

Maintaining and monitoring quality

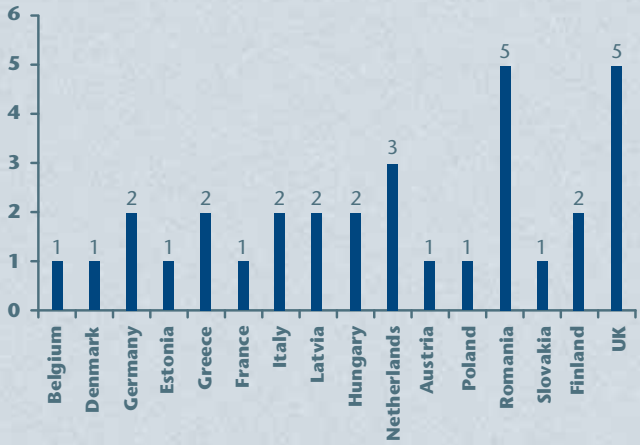
CEPOL is committed to ensuring quality in all its deliverables.

During 2012, CEPOL underwent four main audits: one external audit carried out by the European Court of Auditors regarding annual accounts; one external audit carried out by Moore Stephens on behalf of DG Home Affairs regarding the grant agreement for a past project (the ISEC (Prevention of and Fight against Crime) exchange programme); and two internal audits carried out by the Internal Audit Service (IAS) of the European Commission regarding the implementation of previous recommendations related to the internal control system and to grant agreements. The second audit covered procurements within CEPOL.

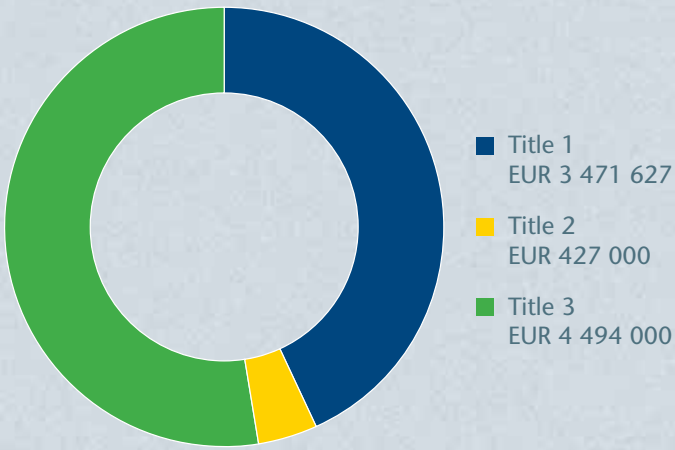
Gender balance of CEPOL staff (TA and CA), on 31 December 2012



Nationality of CEPOL staff (TA and CA), on 31 December 2012



2012 Budget expenditure allocation



Additionally, CEPOL was twice visited by the Internal Audit Panel in relation to the annual statement of accounts 2011 and CEPOL's internal control system. There were no major findings with any of the audits. The European Court of Auditors audited the accounts and concluded that, in the Court's opinion, the transactions underlying the annual accounts of the European Police College for the financial year ended 31 December 2011 are, in all material respects, legal and regular.

Where recommendations for improvement have been made, steps have been taken to implement those recommendations.

In accordance with the internal control plan, CEPOL also implemented *ex post* verifications to check that transactions were in compliance with the rules and regulations as well as the respect of the principle of sound financial management. Three concerned course organisers in three different Member States, and two concerned management and control systems within CEPOL related to the European police exchange programme and travel/mission claims. The outcomes of all verifications were positive.

Quality management

For the third year, the agency followed its balanced scorecard system, linking performance results with strategic objectives and the implementation of the multiannual strategy plan 2010–14.

Total budgetary consumption, expressed as a percentage (*)

(*) The percentage for 2012 is based on the provisional data as per 31 December 2012; this percentage is expected to gradually increase following spending the carry-forward money by the end of 2013, when the final consumption rate will be available.

Key performance indicators — linked to the agency's overall performance — and performance indicators — linked to specific activities — were identified for 2012 and reviewed regularly, with reports provided to the agency's senior management and Governing Board.

During 2012, most targets were successfully reached, demonstrating positive progress in comparison to 2011 results.

Key performance indicators 2012	Target 2012	Performance 2012	Performance 2011
Overall customer satisfaction (with activities)	91 %	93 %	93 %
Implementation of planned activities (annual work programme)	95 %	99 %	N/A
Aggregated data: • common curricula adopted • activities implemented • e-learning modules adopted • strategic initiatives launched • JHA scorecard implemented			
Consumption of annual budget (Titles 1, 2 and 3)	T1: 95 % T2: 95 % T3: 80 %	T1: 100 % T2: 99 % T3: 91 % (Total: 95 %)	T1: 97 % T2: 96 % T3: 79 % (Total: 88 %)

Performance indicators 2012	Target 2012	Performance 2012	Performance 2011
Activities (training sessions) implemented	95 %	95 %	122 %
Overall customer satisfaction (with activities)	91 %	93 %	93 %
Number of senior leader participants at events	20 %	41 %	N/A
Overall participant satisfaction (with the exchange programme)	80 %	92 %	86 %
Number of e-modules adopted and revised	2	4	3
Implementation of JHA scorecard	95 %	100 %	89 %
Number of participants from candidate, accession and neighbourhood countries in CEPOL activities	5 %	5 %	3 %
Number of strategic partnership initiatives launched	4	4	N/A
Draft Governing Board decisions resulting in adopted Governing Board decisions	85 %	100 %	100 %
Timely closure of audit recommendations	100 %	100 %	N/A
Timely payment of invoices	85 %	85 %	85 %
Number of complaints/compliments (ratio)	25/25 (1:1)	24/37 (1:1.5)	43/39 (1:0.9)
Implementation of stakeholder-related activities (e.g. management plan)	100 %	250 %	N/A

Risk management

An annual risk assessment exercise was conducted in January 2012, following which critical risks were evaluated and reflected in the 2012 risk map. All inherited and residual process-related risks were mitigated with consensus-based actions, which were identified during the annual management planning workshop. The monitoring of mitigation actions was performed on a monthly basis and the risk register was updated on a quarterly basis.

Data protection

During 2012, progress was made in improving compliance with personal data protection regulations and the data protection officer (DPO) function was reviewed by the European Data Protection Supervisor (EDPS). During the year, the tasks duties and powers of the DPO were also updated and a DPO register was established. The DPO has provided opinions on and input to a number of issues related to CEPOL's core business and functioning.

Working with the network

CEPOL VALUES AND WELCOMES COOPERATION WITH ITS PARTNERS

Decisions of the Governing Board and following steps have resulted in enhanced cooperation, ensuring that CEPOL could fulfil its mission to strengthen police cooperation through learning. The accomplishments in delivering core business — from the content and quality of training activities to high levels of satisfaction — could not have been achieved without the agency's network partners.

Under the leadership of the respective Presidency chairs, the Governing Board focused on the strategic direction of the agency, in particular with regard to work programme development. The agency provided significant administrative support to the Governing Board and the Presidency teams to facilitate decision-making. In addition, to ensure business continuity between Presidencies, the agency facilitated handover meetings between Presidency teams as well as hosted study visits for forthcoming Presidency teams.

Two meetings with national contact points (NCPs) took place in 2012. These events happened in advance of Governing Board meetings, so that NCPs could give their input to key business policies and proposals before they were submitted to the Governing Board.

Throughout 2012, consultations occurred with other network components that fundamentally contributed to CEPOL's achievements. These included meetings of the national common curricula coordinators, national exchange coordinators, national research and science correspondents and national e-Net managers.

CEPOL also initiated consultations with stakeholders regarding the implementation of the work programme for 2013 through grant agreements and the development of the 2014 work programme.

Harnessing expertise to strengthen police cooperation

CEPOL's network of stakeholders encompasses national training institutes, EU agencies, international organisations and research and science experts. From this network, CEPOL is able to bring together 842 trainers from differing backgrounds with differing areas of expertise to provide a genuinely European dimension. Satisfaction with trainers is one measure that is taken at the end of each training course and the quality of CEPOL's trainers and experts contributes to average satisfaction levels of 93 %.

Most trainers do not receive any fee from CEPOL for their time, meaning that stakeholders contribute to police cooperation both in philosophy and practice.

Qualitative thinking, qualitative education

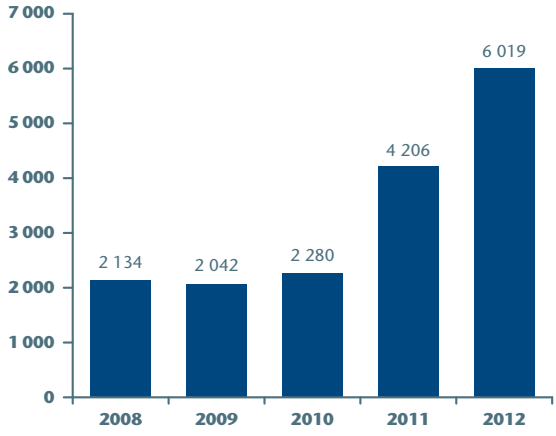
2012 WORK PROGRAMME

In 2012, CEPOL activities (112 residential activities, 30 online seminars and e-learning modules) attracted 6 019 participants. This comprehensive catalogue contributed to CEPOL fulfilling its goal that the CEPOL network function as a European law enforcement education platform on the highest level of international excellence.

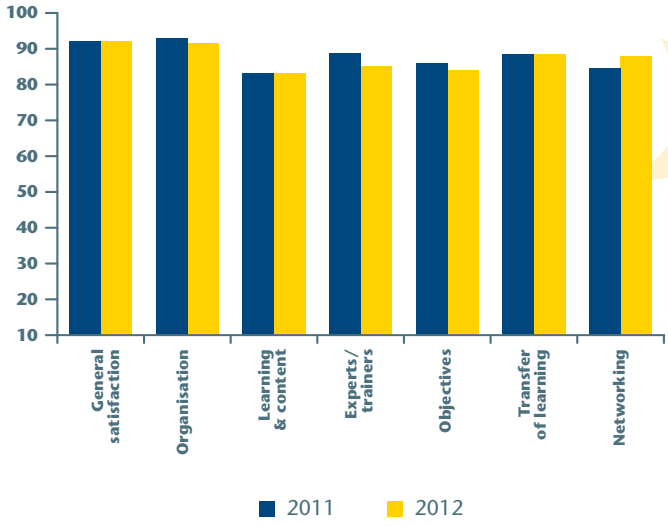
Compared with previous years, the number of categories was reduced, with a view to providing more depth and sustainability. For most categories, CEPOL was also able to offer a portfolio of activities, which included classroom activities (courses, seminars and conferences), e-learning (online seminars and e-learning modules), common curricula and the European police exchange programme.

The work programme 2012 was carefully developed by CEPOL with the input of its stakeholders. As a result, many new activities were implemented in 2012, mostly connected to the European policy cycle, so that in the past year almost one third of all activities stemmed from the policy cycle. The balance of activities was identified according to the needs of Member States and other stakeholders, such as EU agencies. Courses related to fundamental and human rights are included as one core element of a common European law enforcement culture.

Number of participants



Satisfaction levels measured at the end of classroom-based courses



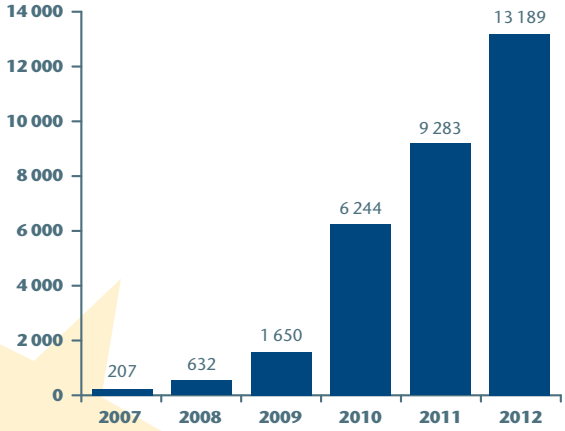
Certain areas of activity saw significant development during 2012. These included e-learning and the European police exchange programme, where there was an increase in both participation and the number of activities on offer. In addition, steps were taken to further develop the agency's cybercrime offering and, from August 2012, one full-time officer was dedicated to elaborating CEPOL's future training portfolio in this area, in cooperation with the European Cybercrime Centre and the European Network and Information Security Agency (ENISA).

As part of its efforts to provide Member States with learning tools, CEPOL coordinated updates to six of its common curricula. CEPOL also completed the development of the supplementary information request at the national entry (SIRENE) training manual, which was used in train the trainer activities on this subject.

Overall satisfaction with CEPOL activities remained high, with 93 % stating that they were very satisfied or satisfied with the activities that they had participated in.

CEPOL's electronic network (e-Net) continued as a platform to support an ongoing learning experience. The number of e-Net users has grown significantly since its inception, from 207 in 2007 to more than 13 000 at the end of 2012.

Number of registered e-Net users

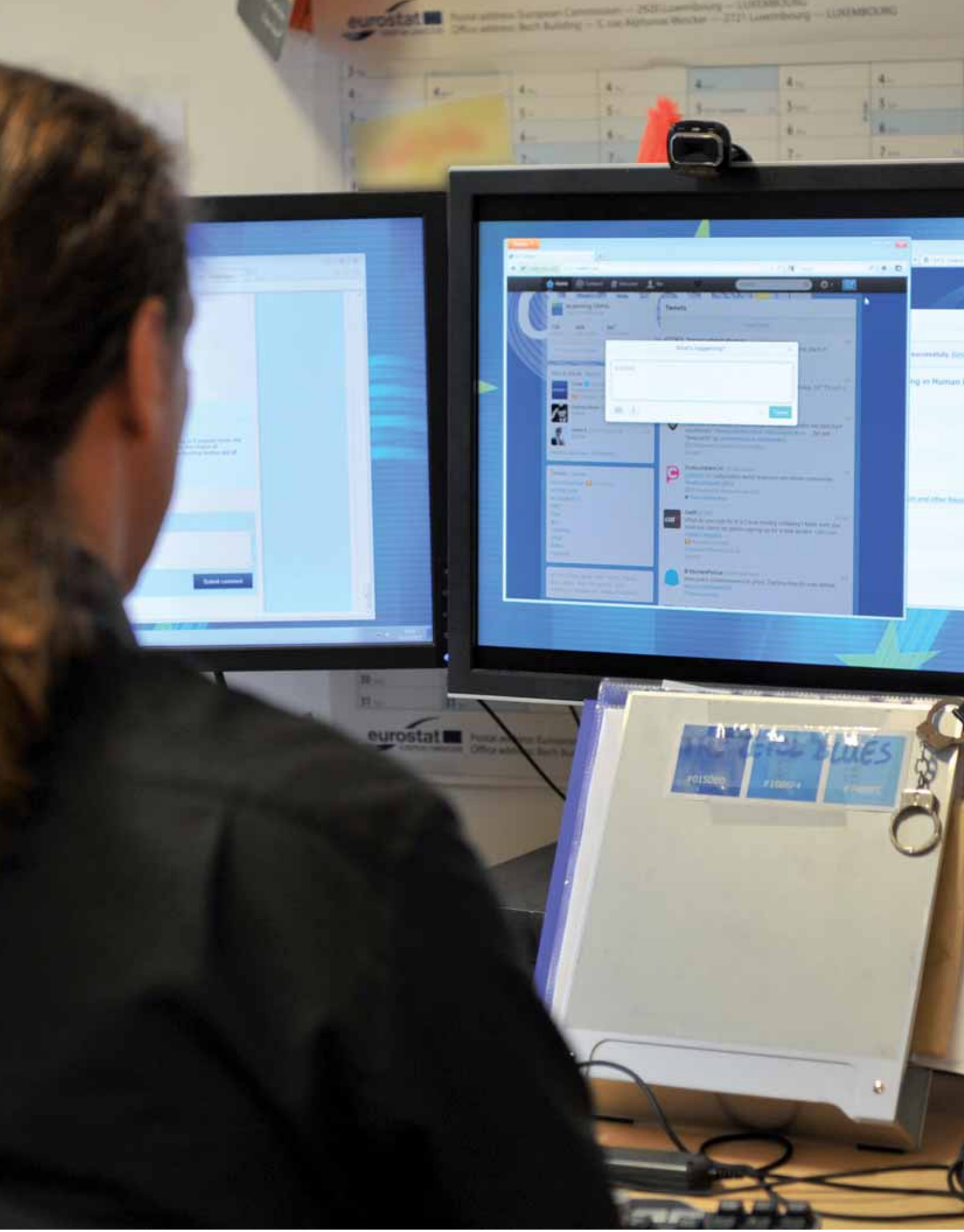


CEPOL's work programme

Training activities comprise:

- courses
- seminars
- conferences
- online seminars
- e-learning modules.

In addition, CEPOL provides common curricula for training experts in Member States and virtual knowledge bases to foster communities of practice to facilitate the exchange of information.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E-learning

BRINGING LIFELONG LEARNING OPPORTUNITIES TO A WIDER AUDIENCE

CEPOL's e-learning offering is made up of e-learning modules, online seminars (webinars) and online communities of practice, as well as online support to residential courses and the European police exchange programme, including study visits. Following its successful launch in 2011, a key objective of the 2012 work programme was to further develop and enhance CEPOL's e-learning supply, in line with CEPOL's strategic objective to develop further and easier access to e-learning systems.

Through e-learning, CEPOL has been able to broaden access to knowledge on key issues in law enforcement cooperation, whether through online modules that allow for individual self-paced learning or through webinars where police officers can benefit from interactive learning with one or more presenters. Added value comes from the fact that learning does not stop when the webinar is over, but through discussion forums and communities of practice, CEPOL's e-Net enables cross-border peer groups to meet virtually to share experiences and seek support.

In 2012, more participants took part in e-learning activities than in classroom activities (3 628 e-learning participants versus 2 098 classroom-based learning participants). Whilst e-learning does not replace classroom-based activities, CEPOL will continue to embrace new technology to increase the role that e-learning plays in CEPOL's training catalogue, with the aim that CEPOL will eventually provide as many e-learning activities as residential courses.

E-learning modules available:

- Cybercrime
- Europol
- Gender-based violence
- Schengen
- English language for police officers: a virtual tour of a police station
- English language for police officers: ethics and preventing corruption
- The Lisbon Treaty
- Joint investigation teams
- SIRENE
- European police exchange programme knowledge landscape
- CEPOL's approach to online learning and training
- Community policing and the prevention of radicalisation and terrorism (CoPPRa)

Communities of practice

CEPOL supports the following platforms for communities of practice:

- platform for SIRENE operators
- platform for educators
- platform with police knowledge bases and access to CEPOL webinars
- platform for national contact points
- platform for e-Net managers
- platform for common curricula

Taking the EU strategy towards the eradication of trafficking in human beings to a wider audience

Webinar with the EU anti-trafficking coordinator

In 2010, the heads of EU justice and home affairs agencies made public their commitment to address trafficking in human beings in a coordinated, coherent and comprehensive manner. As part of this effort, CEPOL offered to host an online seminar on the recently adopted EU trafficking in human beings strategy. Using the latest online learning technology, over 250 people, including law enforcement officers, policymakers and non-governmental organisations, listened to the EU anti-trafficking coordinator present the steps that are being taken to eradicate this crime. Joined by representatives from other EU agencies, the panel shared strategies and took questions from listeners in a moderated discussion. The recorded version of the webinar has also been made available on YouTube.

E-learning is one of CEPOL's newest offerings, making learning more accessible through the virtual classroom. Through e-learning, CEPOL offers different options for individual or group learning, as well as access to online communities to share best practice.

Focus on learning

EU POLICY CYCLE FOR SERIOUS AND ORGANISED CRIME

The EU policy cycle for serious and organised crimes highlights the most severe threats to internal security faced by Member States. Within the 2011–13 policy cycles, eight topics have been identified as priorities by the Council. All have a European dimension and, in 2012, CEPOL offered training and learning activities covering all these policy cycle priorities.

In addition to activities on specific topics, for the first time, in 2012, CEPOL also provided training to law enforcement officers tasked with implementing the EU policy cycle in the Member States. For this activity, CEPOL was able to bring together key actors from the Council, the Commission and Europol to give law enforcement officers a real opportunity to ask the experts. The course provided an insight into policymaking, explained the role of EU bodies and agencies and generally brought to life important areas of policy, such as the Stockholm programme and the internal security strategy, by explaining how EU policy translates to a national level.

The common curriculum on trafficking in human beings was updated during 2012, with the assistance of representatives from Bulgaria, Lithuania and the United Kingdom.

A hands-on approach to implementing policy cycle activities

In November 2012, CEPOL prepared a seminar aiming at better cooperation between customs and other law enforcement agencies.

While customs has its primary role regarding pre-arrival and pre-departure risk assessment, the valuable intelligence that it gathers can be further used by other law enforcement colleagues, for example for controlled deliveries related to trafficking in drugs or other illegal products in order to dismantle the organised crime networks from behind the scenes.

The seminar — which travelled to two major European sea container ports — attracted 25 participants representing customs, police and border agencies from 20 EU Member States, in addition to officers from Europol and the European Commission.

'… I wanted to see how other countries work in my line of work. I wanted to learn about different methods of risk analysis and ways of working. From this perspective, my expectations were met and I am sure that the outcome of the course will also be beneficial to my organisation and I will introduce my colleagues and managers to the knowledge that I gained …'

Seminar participant

EU policy cycle priorities

- Weaken the capacity of organised crime groups active or based in west Africa.
- Mitigate the role of the western Balkans as a key transit and storage zone for illicit commodities destined for the EU and logistical centre for organised crime groups.
- Weaken the capacity of organised crime groups to facilitate illegal immigration to the EU.
- Reduce the production and distribution in the EU of synthetic drugs, including new psychoactive substances.
- Disrupt trafficking to the EU, particularly in container form, of illicit commodities, including cocaine, heroin, cannabis, counterfeit goods and cigarettes.
- Combat against all forms of trafficking in human beings and human smuggling by targeting the organised crime groups conducting such criminal activities in particular at the southern, south-western and south-eastern criminal hubs in the EU.
- Reduce the general capabilities of mobile (itinerant) organised crime groups to engage in criminal activities.
- Step up the fight against cybercrime and the criminal misuse of the Internet by organised crime groups.

CEPOL activities in 2012

Courses:	Seminars:
— Trafficking in human beings (THB)	— THB prevention programmes for target countries
— The fight against drugs	— EU–western Balkans organised crime links on trafficking, illegal immigration and THB
— High-tech and cybercrime	— Training activity for liaison officers in the west Africa region
— Child abuse in cyberspace	— Cybercrime forensics
— THB victim handling in line with human rights	— Container shipment trafficking
— Strategic perspectives on synthetic drugs including psychotropic substances	Online seminars:
— Illicit laboratory dismantling	— Best THB practices in prevention programmes and portfolios
— Transition of Internet protocol v4 to v6	— With EU Commission anti-trafficking coordinator
— Markets related to detecting, tackling and repatriating illegal immigration	— Raising awareness of law enforcement challenges related to west Africa
— Investigating cybercrime	— Raising awareness on mobile organised crime groups
— Dismantling of illicit synthetic drug laboratories	— Cybercrime
	— Cybercrime online learning module

Focus on learning

OTHER ORGANISED CRIME

Organised crime continues to be a threat to the EU's internal security. As criminals operate across borders, so responses need to be developed at the European level.

The impact of organised crime goes beyond the economic impact. For example, counterfeiting pharmaceutical products not only affects those businesses involved in their production, but it also affects the health of EU citizens who come into contact with these products and medicines.

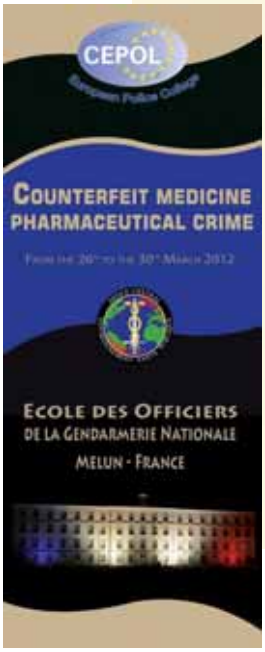
In 2012, CEPOL's classroom activities in this area focused on three specific types of organised crime, which have a particular economic impact.

CEPOL activities in 2012
Courses:
— Theft of cultural heritage/artworks
— Counterfeit medicines
Seminars:
— Illegal trafficking of waste and organised crime

Combating counterfeit medicine and pharmaceutical crime

Trafficking in counterfeit medicine is a growing phenomenon, affecting thousands of people around the world, often resulting in serious illness; sometimes resulting in death. In the EU, the impact is more economic than social, with pharmaceutical companies as victims of forgery.

In March 2012, 14 senior police officers and experts from 11 Member States gathered in France to take part in a course on the identification and fight against counterfeit medicine and pharmaceutical crime. The activity was organised by the French central office for coordinating the fight against environmental and health crime and brought together experts from Member States, the European Commission, Europol and the private sector. The breadth of expertise meant that participants could investigate the different public health and intellectual perspectives of this crime and, as well as learning how different Member States currently deal with issues related to counterfeit medicine, participants could also gain insight into the opportunities for cooperating with different EU agencies and bodies.



'Knowing and talking to different colleagues from Europe has broadened my possibilities for investigations and inquiries. I have also broadened my points of view and opportunities for fighting counterfeit and falsified medicine crime, so my participation has been a very positive experience.'

Course participant

Focus on learning

COUNTERTERRORISM

Preventing terrorism is a primary objective of the EU's security strategy and, across the EU, Member States work together to counter terrorist threats. Through its courses, CEPOL brings together experts in the field to share both the theory and the practice of threat prevention. Course content ranges from different national perspectives and approaches to the EU policies and services available and broad trends to the very specific, such as European aviation security legislation. In 2012, classroom-based learning was complemented by a number of webinars.

Many participants from these activities go on to use their knowledge in operational roles at a national level.

CEPOL activities in 2012

- Counterterrorism (awareness)
- Counterterrorism (strategic)

'I have made many new friends, who will also be my partners in my professional work.'

'As all of us on this course are involved in the same field and with the transnational nature of this phenomenon, it is highly probably that we will have to share or exchange intelligence in the future.'

'This course helps the exchange of intelligence between agencies and police forces.'

Course participants, counterterrorism (strategic)

Focus on learning

ECONOMIC CRIME

Financial and economic crime is a very real threat to legal economies. The activities offered by 2012 were targeted to senior police officers with experience in investigating economic crime and aimed to strengthen investigative capacities and enhance international cooperation. A specific focus was given to asset recovery.

CEPOL activities in 2012
Courses:
— Money laundering
— Economic and financial crime — investigating corruption
— Fraud and confiscation of assets

Updating the common curriculum on money laundering

Common curricula provide Member States with specific information regarding EU and international police cooperation tools that can be incorporated into national training curricula and their importance has been stressed in the Stockholm programme and in the context of the European law enforcement training scheme.

Following the introduction of various regulations regarding money laundering, in September 2012, a dedicated team met in Rome to update the CEPOL common curriculum on money laundering. To ensure that the updated content was as thorough and relevant as possible, experts were gathered from across the Member States and also included a representative from Europol.

The resulting curriculum, which has been adopted by the Governing Board, comprises three handbooks covering content, a guide for trainers and a guide for trainees.

Focus on learning

SPECIAL LAW ENFORCEMENT TECHNIQUES

In 2012, special law enforcement techniques became a category in its own right. Activities within this category related to the different types of investigative methods used by law enforcement agencies, from witness protection and informant handling to forensic analysis, with a view to increasing knowledge on different techniques available, including the sharing of new research findings.

CEPOL activities in 2012
Courses:
— Witness protection
— Crime control and traffic safety: international comparisons
— Forensic science/DNA
— Communication and media awareness
— Informant controllers
Seminar:
— Police interviews
Conference:
— Joint CEPOL–Europol conference for homicide investigators
Online seminars:
— Social media and policing
— Gender-based violence online learning module

Police interviews: bringing together scientists and practitioners

In total, 28 participants from 14 Member States joined the course on police interviews, hosted by the Swedish national police academy in Stockholm, Sweden. The course brought together scientists and police practitioners with the aim of disseminating recent research developments. Dr Coral Dando from the University of Lancaster talked about the most effective way of presenting evidence during suspect interviews. Another key speaker was Dr Lorraine Hope from the University of Portsmouth, who presented the self-administered interview (SAI), a tool for collecting witness statements at the crime scene which has been successfully implemented in some British investigations.

'With the SAI method, we can more easily and quickly identify relevant witnesses. We can concentrate on witnesses that we give priority, and thereby receive more information earlier on in the investigation process. That is useful in times of increasing pressure on resources.'

British course participant

Focus on learning

EU COOPERATION

Enhanced understanding of the structures, instruments and approaches available at the European level can lead to a more effective response to cross-border crime. CEPOL offers a number of activities that deal with European police cooperation, providing both knowledge of available tools and practical insight into how these tools work.

Policing in Europe

This three-step course has been developed for senior police officers in general management or specialist positions who wish to improve their expertise in international police cooperation. Module 1 provides the context for European police cooperation, through study of the differences and similarities in investigation and prosecution in EU Member States, as well as reviewing past and future developments in the field of police and judicial cooperation. Module 2 deals specifically with the instruments and approaches to policing in Europe, studying EU and international agencies and courts, policies and priorities. Module 3 focuses on cooperation and communication, reviewing legislative issues, opportunities for information exchange and police missions. Participants are invited to complete one assignment for each of the three modules.

The course was developed by the Academia de Oficiales (Guardia Civil) — Aranjuez (Madrid), Spain; the Deutsche Hochschule der Polizei — Hiltrup (Münster), Germany; and the École Nationale Supérieure de la Police — Saint-Cyr-au-Mont d'Or (Lyon), France. The Politieacademie (Apeldoorn), the Netherlands, and CEPOL supported the development.

'Very good content with a consistent approach by all the lectures. There was a common thread through and a very good mix of lecturers from a professional/operational and academic background.'

'These issues are in the forefront of my work every day.'

Course participants

From field operation to training: reliving a joint investigation in the classroom

CEPOL's seminar on joint investigation teams, hosted by the École Nationale Supérieure de la Police in Lyon, France, brought together 45 participants and 11 trainers from 18 different countries to explore the legal and operational aspects of successfully setting up and running a joint investigation team (JIT).

Focusing on one specific joint investigation from 2010, which resulted in the seizure of 1.4 tonnes of drugs in the Caribbean and the arrest of 30 members of a highly organised drug trafficking network, CEPOL brought together key actors from the JIT and subsequent judicial operation to share their practical knowledge on what had made this JIT a success. Representatives from Europol, Interpol and Eurojust, as well as magistrates from France and Spain, all contributed their expertise to enable a seamless and constructive transition from field operation to training, making the outcome of the seminar all the more beneficial for participants.

'This is the most ambitious and interesting JIT training I have taken part in!'
Senior prosecutor and Eurojust national member

'In this seminar, we have shared our experiences and knowledge. We have learnt altogether. That is cooperation!'
Spanish judge

'This activity exemplifies how a field experience can be successfully transformed into a comprehensive and valuable learning programme at the forefront of innovative learning in Europe.'
Head of international relations and CEPOL course manager at the ENSP, France

CEPOL activities in 2012	
Courses:	Conferences:
— The EU policy cycle for organised and serious international crime	— Developments and tendencies in EU crime policy
— Forensic science and policing (in cooperation with the European Network of Forensic Science Institutes (ENFSI))	— Police cooperation with Russia
— Training for SIRENE officers (basic)	— Police cooperation with European neighbourhood policy (ENP) countries
— Training for SIRENE officers (advanced)	— Kynopol — heads of dog handling
— Policing in Europe — Steps 1 to 4	
— Joint investigation teams	Online seminars:
— Joint investigation teams leadership	— SIRENE/Schengen information system (SIS) II
— European Network of the Fugitive Active Search (ENFAST)	— EU judicial and law enforcement cooperation
	— Stolen vehicles
Seminars:	— Schengen online learning module
— Joint investigation teams	— The Lisbon Treaty online learning module
— Schengen evaluation — Steps 1 and 2	— Joint investigation teams online learning module
— Cooperation with the European Security and Defence College	

Focus on learning

MANAGEMENT

Shaping tomorrow's leaders means creating a community, at the European level, of law enforcement expertise. CEPOL's strategic management and leadership use action learning, in which participants work with real issues in classroom and practical sessions. In addition to training and learning activities, CEPOL completed the first common curriculum on civilian crisis management which will be launched in 2013.

Shaping future leaders

Course: Top senior police officers: the Stockholm programme realisation (Topspoc)

A flagship course, Topspoc is targeted at top senior police officers, who work at a strategic level towards an open and secure Europe. There are four Topspoc modules, spread over the year and which, in 2012, covered the following issues: effective measures for crime prevention on a European level; the role of police leaders in promoting ethical standards; how training improves police leadership and common professional standards in the future; and challenges of legal and illegal migration in Europe. Through action learning, participants are able to transpose the course content and learning to practical application in their own country. In addition, participants can share how the course has impacted daily work processes and learning from best practice approaches. Equally as important as the course work is the opportunity to forge strong relations with a peer group of senior officers across Europe.

In 2012, 26 participants from 21 EU countries attended this activity, which was hosted in Ireland, Austria, Portugal and Finland.

A common approach to crisis management

Course: Senior police officer planning and command course (Spopcop)

Training for peacekeeping contingents has been identified by the European Commission as one of the key elements of EU foreign policy, in particular as, to respond to global crises, the European External Action Service draws on law enforcement support from across the Member States. For a successful mission, senior police officers must be able to lead in a multicultural and diverse environment, often operating in unfamiliar and sometimes difficult situations. CEPOL's 'Senior police officer planning and command' course combines classroom and practical experience to introduce the EU crisis management framework.

Two Spopcop courses took place in 2012. Each was divided into six modules, covering a general introduction to EU crisis management, cooperation/coordination between different actors in crisis management, strategic and operational planning of EU missions, leadership, communication and project management. Each course lasts just under 3 weeks, with the final 2 days dedicated to a practical command post exercise.

In October 2012, 17 senior police officers from 14 Member States and Turkey took part in a Spopcop course in Vicenza, Italy and in December 2012, 17 senior police officers from 11 Member States took part in a Spopcop course in Queluz, Portugal.

CEPOL activities in 2012

Courses:
— Top senior police officers: the Stockholm programme realisation (Topspoc) — Steps 1 to 4
— Senior police officer planning and command course for crisis management (Spopcop)
— Public order and crowd management — Step 1
— Public order — security during major events/public–private partnerships — Step 2
— Crisis management and emergency planning — school shootings and amok incidents
— Large-scale disasters — EU guidelines
Seminars:
— Urban violence
— Presidency seminar: overcoming attrition in domestic violence through policing

Presidency conference: overcoming attrition in domestic violence through policing

Within the framework of the Cypriot Presidency, the Presidency conference on 'Overcoming attrition in domestic violence through policing' took place in Limassol in July. Organised by the Cypriot police academy, experts from Germany, Ireland, the United Kingdom and the Fundamental Rights Agency (FRA) also contributed to the event. The conference was attended by 37 experts from 19 Member States.

A tangible deliverable from the conference was the 'EU handbook on good practices on overcoming attrition through policing', stemming from one of the justice and home affairs priorities of the Cypriot Presidency. Following the conference the handbook was presented to and approved by the Law Enforcement Working Party (LEWP) of the Council of the European Union and circulated to all Member States. It is planned that the handbook will also be used to supplement CEPOL's training activities in this area, notably common curricula and online learning modules.

Focus on learning

HUMAN RIGHTS

A common respect for and understanding of fundamental and human rights is a core element of a common law enforcement culture. CEPOL therefore ensures that training on issues related to human rights is included in its catalogue of training. In 2012, CEPOL offered three courses covering police ethics, diversity and the rights of crime victims. The common curriculum on police ethics, which was updated in 2012, also included a section on human rights.

CEPOL activities in 2012
Courses:
— Human rights and police ethics — Step 1
— Management of diversity — Step 2

Dealing with crime victims

Throughout the years, crime victims have not been focused upon in the judicial process, but this has recently changed, following a new law that provides for minimum standards on the rights, support and protection of victims of crime. This was one of the stepping stones on the first day of the CEPOL course 'Dealing with crime victims' which was held in Stockholm from 25 to 28 September 2012.

The course covered a variety of topics which all emphasised the importance of victims' perspectives within police practice, focusing in particular on risk assessments in domestic violence. Among the experts contributing to the course was Professor Ann-Christin Cederborg from Stockholm University whose presentation on the importance of police training in interviewing children was well received.

Focus on learning

CRIME PREVENTION

An effective way to prevent crime is to take steps to prevent crimes from ever occurring. In 2012, the course 'Crime prevention through environmental design' (CPTED) aimed at raising awareness of CPTED through the experiences of those Member States with experience of the issue. The course, held in June at the premises of the state police of Latvia in Riga, attracted 20 participants from 15 Member States as well as Turkey and the former Yugoslav Republic of Macedonia.

CEPOL activities in 2012
Seminars:
— Crime prevention through environmental design
— Community policing

Community policing: 10 years on

Within the EU, community policing has emerged as a major strategic and practical model of local policing and, given the increased austerity and decreasing resources across the EU, new approaches to community policing are needed. Community policing through the Internet and using social media for crime prevention are just two examples of recent innovations. The community policing course, hosted by the police college of Finland in November 2012, aimed at continuing the development of an innovative and sustainable community policing model across the EU, by introducing and discussing new approaches and methods, and by looking at the future strategic and technological developments of policing and ways to translate them into effective and high-quality community policing practices. In total, 27 participants from 16 Member States attended the course.

'It was over 10 years ago when I participated for the first time in a CEPOL community policing course in Lyon, France. It was very interesting to attend this kind of high-quality course as a relatively new senior police officer. After the course in Lyon, I also had the possibility to attend some courses on the same subject as a trainee and as an expert. And, in November 2012, I had the possibility to act as course manager for the last community policing course, organised in Tampere, at the police college of Finland. It was a pleasure to meet once again a very specialised and motivated group of people who are working to develop a more secure Europe, through community policing.'

Course manager (community policing) and chief inspector, police college of Finland

Research and science

CEPOL is committed to raising the profile of police science in Europe and bridging the gap between operational policing and academic study and analysis. In recognition of the increasing role that science and research has to play in training, education and policing— including law enforcement cooperation — the agency has embraced the strategic goal that CEPOL be developed into a law enforcement knowledge base, where cutting-edge scientific research findings have an impact on policing strategies and researchers are informed about the demands of police practitioners across Europe.

Two issues of the *European police science and research* bulletin were published in 2012. The bulletin disseminates the scientific information about ongoing and completed police research in Europe. In addition, CEPOL continued to enhance cooperation with representatives from the European Network of Forensic Science Institutes (ENFSI), the European Society of Criminology (ESC) and the European Police Research Institutes Consortium (EPIC), and it worked together with a variety of European police research projects. The network of national research and science correspondents met under the auspices of the Danish and Cypriot Presidency to review the support structures for knowledge exchange between the network of police colleges, academies and universities and the expertise available in national university and research institutions.

The key event in CEPOL's research and science programme of activities is the annual European Police Research and Science Conference. In 2012, the conference took place in Lyon, France, hosted by the École Nationale Supérieure de la Police with the support of the Spanish Ministry of the Interior, the German and Austrian police academies and Interpol. The theme of this 10th annual conference — 'Police science in Europe — projects, progress, projections' — revisited key questions that were raised in 2007, when the CEPOL report 'Police science perspectives: towards a European approach' had been published and discussed in the first instance at the conference in Münster, Germany.

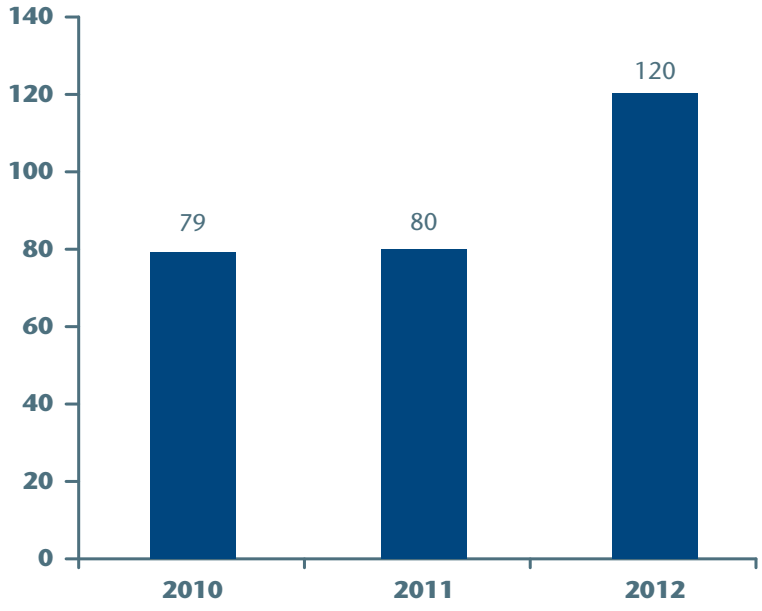
The 3-day conference brought together more than 100 police researchers, scientists, practitioners and educators to ponder questions from the past and questions for the future, notably how the police can evolve in such a period of financial and social insecurity and how research and science can best support the police today. Panel discussions and workshops were complemented by interactive open market sessions, in which participants were invited to seek the input of their peers with presentations of their own projects.

The conference underscored the common challenges facing Member States in terms of policing and internal security and the potential that research and science can play in helping police forces meet those challenges. In supporting the dissemination of research and science knowledge, CEPOL, too, has a role to play in seeing that innovation and practice derived from science and research makes its way into European policing.

A very practical implementation of the approach was the researchers' project workshop on crime analysis and crime intelligence, where practitioners and researchers had the opportunity to inform mutually about recent findings and methodological issues.

CEPOL activities in 2012
Seminar:
— Research project workshop: crime analysis and crime intelligence
Conference:
— European police science — proceedings in European police science

Research and science conference attendance



European police science: the key questions

- Is there a common European understanding of police, policing, police philosophy and the role of police in society?
- Is there a common European understanding and definition of police science?
- Is there a European way to assemble thoughts and contributions from policing, law and social sciences?
- Is there a way for better integration of police science and police practice?
- How can results from European police science be implemented into training courses for senior police officers?

Learning and training

Enabling lifelong learning and broadening access to learning are important goals for CEPOL and a significant portion of its activities are dedicated to enhancing the capabilities of training experts in Member States.

CEPOL also provides common curricula to Member States on topics related to cross-border crime threats, which can be used by Member States to enhance their national police training and education programmes. Common curricula, which are compiled by expert groups, contribute to the harmonisation of law enforcement training across the EU, in particular with regard to cross-border issues. There are currently six common curricula available. In addition, in 2012, CEPOL completed the compilation of a training manual for SIRENE operators. The manual, which was distributed to the General Secretariat of the Council of the European Union, is now used in SIRENE training.

CEPOL activities in 2012
Courses:
— Train the trainers — Steps 1 and 2
— English language development: instruments and systems of European police cooperation
— German language development: instruments and systems of European police cooperation
— French language development: instruments and systems of European police cooperation
— Spanish language development: instruments and systems of European police cooperation
— English for English language trainers
— English for members of CEPOL's network
— Learning and training in an electronic environment
— Train the trainers for mission deployment
— SIRENE train the trainers
Online seminars:
— Organising web meetings
— Organising web training
— How adults learn
— How to keep your web audience engaged
— CEPOL learning management system (LMS) for course organisers

Sharing knowledge to enhance training skills

Course: Train the trainers

To ensure that its network of expert trainers is kept well-informed of new developments and to facilitate the exchange of best practice, CEPOL offers a 'Train the trainer' course. In 2012 the course was hosted in two separate week-long stages in Germany and Greece.

Participants are shown the full scope of CEPOL's training options, including its learning management system (LMS) — an online educational system that provides tools to manage and promote learning. Using the LMS and other tools, trainers explore how to best deliver CEPOL courses and seminars, covering topics from organising learning, to facilitating and moderating, through to evaluation. The differences between training national and internal audiences are also explored.

Through this activity, CEPOL ensures that its training partners are fully aware of the tools and resources on offer, in turn ensuring that all participants in CEPOL courses have access to CEPOL's learning resources.

'… Only on rare occasions do you run into persons and organisations that are truly dedicated and willing to take things to the next level. To me, CEPOL and the organisers behind this "Train the trainer — Step 1" seminar in Athens, Greece, did just that. It takes confidence and great skills to continuously try to improve, and I am very impressed by the level of my co-students and of the performance of the Hellenic CEPOL unit …'

Participant from Denmark

European police exchange programme

The European police exchange programme was launched in 2011 as a 4-year pilot programme designed to run from 2011 to 2014. Funded entirely from CEPOL's budget, in 2012 a total of 293 police officers and experts from 25 Member States and seven from eastern European neighbouring (ENP) countries and the western Balkans were able to participate in the programme. Overall satisfaction with the programme was 92 %.

As with traditional exchanges, participants spend up to 2 weeks with a counterpart in another country, fostering — in addition to transfers of knowledge — deep and long-lasting networking between partners. Above all, exchanges promote trust and cooperation between law enforcement officials from different police forces. The programme fulfils one of CEPOL's key objectives in developing a European police culture and exchanges increase appreciation of different cultures, remove biases and break down barriers.

As in 2011, the programme was made up of bilateral exchanges between senior police officers, experts, trainers and commanders, as well as group study visits primarily to EU agencies operating in the field of justice and home affairs.

For the first time, in response to the EU policy cycle and the need to strengthen EU law enforcement cooperation with European neighbourhood policy (ENP) countries and western Balkan countries, the exchange programme was open to police officers from these countries. In the first instance, a group visit to CEPOL was organised for representatives from ENP and western Balkan countries, as well as from the Police Cooperation Convention from South-East Europe (PCC-SEE), to introduce the exchange programme. Following this, in November 2012, a group study visit was organised to the headquarters of Europol and Eurojust. The visit attracted participants from Albania, Armenia, the former Yugoslav Republic of Macedonia, Montenegro, Moldova, Serbia and Turkey, which provided an introduction to the policy and instruments available at the European level. In 2013, it is planned to introduce some bilateral exchanges for law enforcement officers from ENP and western Balkan countries.

Under the auspices of the European police exchange programme, CEPOL hosted a study visit for commanders from Lithuania in preparation for Lithuania's Presidency of the European Council during the second half of 2013. Such study visits enable a smooth transition between Governing Board teams, in turn ensuring business continuity.

Key facts

From 21 Member States:

160 participants in the general exchange programme

From 12 Member States:

18 participants in the commanders programme

From 25 Member States and seven countries within ENP and western Balkans:

115 participants to:

7 study visits

92 % satisfaction as an average for the entire exchange programme.

Exchange Estonia to Poland

Participant: Piret Raudmets
'There are so many positive outcomes that I gained. I got many new contacts in the Polish police and also in border guard. I got a very good overview about trafficking in human beings in Poland, they have more experience in that field than us in Estonia. I also got some great ideas about criminal investigation, which was one of my personal goals in this experience. I absolutely enjoyed my exchange period in Poland.'

Exchange Spain to the Netherlands

Participant: Alberto Rodao Martin
'The main outcome of this trip was the opportunity to get to know a different police agency, with its own procedures in the topic of THB. The main best practice learned in terms of THB was what the Dutch national police refer to as the integrated approach. One example of it is the expertise centre on human trafficking and smuggling, which is composed of police officers of all the agencies involved in the fight against THB in the Netherlands. They also have expertise centres in many other fields. In my opinion, the CEPOL exchange programme is a great opportunity for all the European police agencies and the people who compose them.'

Exchange Portugal to Bulgaria

Participant: Armando Pereira
'The exchange programme gave me the opportunity to acquire important knowledge about the legal and the police system in a different European country and it also gave me the possibility to enlarge my network of professional contacts in my area of expertise. As a result I was familiarised with different police approaches in the field of cross-border financial criminality which will be very useful for improving my professional performance in this field at my workplace. The exchange period I spent in Bulgaria was highly productive and has contributed substantially to improving my technical and legal knowledge about financial crimes. Therefore I think we can surely benefit considerably from this exchange experience and work more efficiently in this field in future.'

Exchange Poland to Lithuania

Participant: Joanna Arciuch
'It is very useful and helpful to exchange information and expertise, and cooperate across borders — especially neighbouring countries. The Lithuanian service implements the operative measures, and discloses and conducts the pre-trial investigations in a very similar way to the Polish police; similar mechanisms are being used by both countries.

I strongly believe that the CEPOL exchange programme is a brilliant idea to share experience, meet experts from all over Europe and introduce new concepts of fighting against crime.'

Key exchange topics

Police officers and scientific and research experts

- Trafficking in human beings
- Community policing and prevention of radicalisation
- Financial crime
- Policing major events
- Law enforcement data exchange
- Forensics
- Crime prevention
- Drug trafficking/synthetic drugs
- Counterterrorism
- Human rights
- Organised crime
- Cybercrime
- Illegal immigration — new topic
- Container shipments — new topic
- Mobile organised crime groups — new topic
- Network for fugitive active search teams — new topic

Senior teaching staff and educational programme developers

- Police training and education systems
- Civilian crisis management
- Distance learning
- Learning environment

Topics for commanders

- Management and leadership
- Police ethics
- Public–private partnerships (public and private security sector)
- CEPOL/Presidency

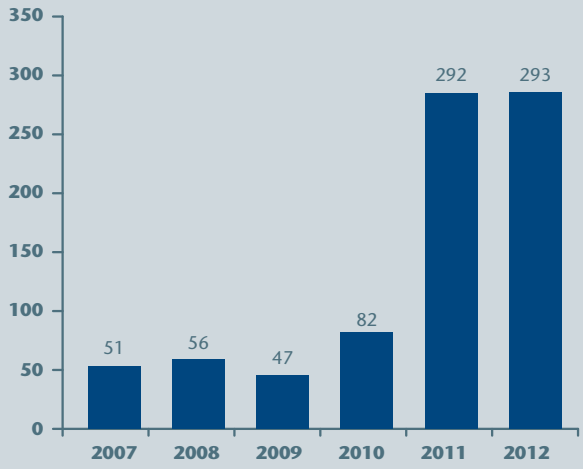
Study visits

- Europol (European Police Office)
- OLAF (European Anti-Fraud Office)
- EMCDDA (European Monitoring Centre for Drugs and Drug Addiction)
- Frontex (European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union)
- Eurojust (the EU's Judicial Cooperation Unit), jointly with Europol

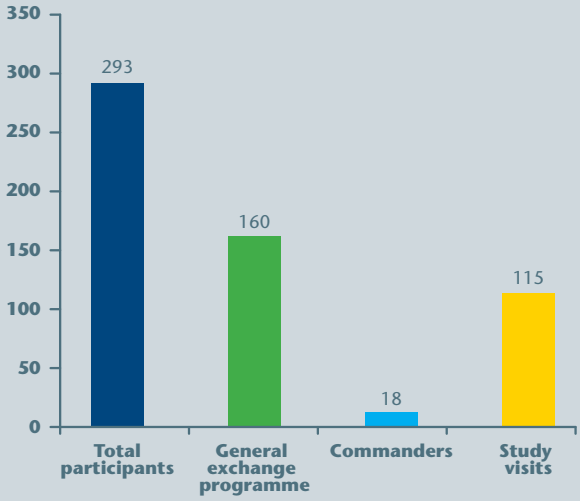
Exchange Italy to Germany

Participant: Luisa Corbetta
'I personally retain that the exchange programme has been a very good opportunity to see how the same situations and problems are dealt with by different organisations working in different systems and administrative situations but frequently having the same results to obtain; this is important to understand the possibility to adopt different approaches.'

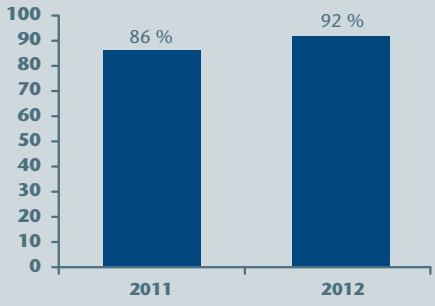
Participation in the exchange programme



2012 exchange programme: breakdown by activity



Satisfaction with the European police exchange programme (as a percentage)



External relations

Whether through a regular dialogue or through formal cooperation agreements with countries outside of the European Union, strong partnerships enable CEPOL to deliver on its mission more effectively and more efficiently. Therefore a strategic goal for CEPOL is to place external relations as the cornerstone of its partnerships.

Inside the EU: interinstitutional coordination and cooperation

Collaboration with EU bodies and, in particular, JHA agencies continues to be a key pillar of CEPOL's external relations strategy and CEPOL is an active contributor to the inter-agency scorecard, established in 2010. Close contacts take place with key partners of Europol, Frontex and Eurojust, to which the European Asylum Support Office (EASO), the European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (EU-LISA), the Fundamental Rights Agency (FRA), the European Anti-Fraud Office (OLAF) and the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) have been added.

CEPOL also calls upon its partner JHA agencies to provide training expertise to CEPOL courses and, in 2012 a total of 65 JHA agency experts contributed to CEPOL's training portfolio.

Outside the EU: cooperation and working arrangements

As part of its external relations strategy, CEPOL seeks to complete working arrangements with national training institutes in associate, European Economic Area (EEA), candidate and potential candidate countries. In 2012, CEPOL formally concluded a cooperation agreement with Moldova and Albania and made significant progress towards concluding working arrangements with Russia.

During 2012, CEPOL also participated — as an associate — in two capacity-building projects (EU police services training (EUPST) and EU–China police training project).

CEPOL has participated in and is represented in different forums on the international level, including Interpol and the Police Cooperation Convention of South-East Europe (PCC-SEE).

Putting cooperation into practice

In 2012, CEPOL organised a number of activities aimed at increasing cooperation with associate, candidate and potential candidate countries as well as with other non-member countries. Under the auspices of the European police exchange programme, CEPOL organised study visits for ENP and western Balkan countries, and participation in the exchange programme will be expanded in 2013.

The conference on police cooperation with Russia, which took place in Estonia in October, is another example of such cooperation. The 3-day conference drew together senior police officers and experts from Russia, EU Member States and EU agencies under the theme 'Cooperation is the best and very efficient way to solve most of the problems'.

Looking ahead

In 2012, CEPOL fulfilled its mandate to provide training and learning to law enforcement officers. In the face of the growing demand for its services, and for law enforcement training in general, the agency realigned resources and incorporated new technology to meet new challenges and provide learning opportunities to an increasing number of people.

Demand is set to continue. The mapping exercise carried out as input to the European Commission's communication on a European law enforcement training scheme and the strategic training needs assessment carried out by CEPOL both highlighted the clear need and demand for training, particularly at the European level. In this regard, CEPOL will continue its commitment to provide training and learning opportunities to law enforcement officers.

The future scope of the agency's tasks will be determined by a future European law enforcement training scheme, the form of which is currently under development. It is clear, however, that regardless of CEPOL's future scope, the European Union will need to invest more in law enforcement training. Any investment into police training and education is also investment into the future security of European citizens.

The combined efforts of many partners — from the EU institutional level to national training institutes — have enabled the European Police College to become a recognised and well-regarded partner and provider of training and learning. The agency is now prepared and ready to take on the greater challenges that the increased demand for law enforcement training will bring and looks forward to working with its stakeholders to strengthen European police cooperation through learning for the benefit of Europe's citizens.

Annex 1

2012 TRAINING CATALOGUE

Activity title	Type of activity	Organiser(s)	No of training days	No of participants	Dates
Awareness webinar in agreement with driver of policy cycle activity to raise awareness of itinerant groups	Webinar	CEPOL	1	61	13 Nov
Belgium national webinar on social media	Webinar	CEPOL	1	73	13 Jun
Child abuse in cyberspace	Course	Malta	4	19	6–9 Nov
Communication and media awareness	Course	Portugal	5	24	22–26 Oct
Community policing	Course	Finland	4	27	5–9 Nov
Conference head of dog handling — Kynopol	Conference	CEPOL	2	79	11–12 Sept
Container shipment trafficking	Seminar	CEPOL	2	25	27–29 Nov
Cooperation with the European Security and Defence College	Seminar	Austria	3	28	26–29 Nov
Counterfeit medicines	Course	France	4	14	26–30 Mar
Counterterrorism (awareness)	Course	Greece	4	22	2–5 Jul
Counterterrorism (strategic)	Course	United Kingdom	12	20	2–14 Sept
Crime control and traffic safety: international comparison	Course	Germany	4	17	16–19 Apr
Crime prevention through environmental design	Seminar	Latvia	4	20	11–15 Jun
Crisis management and emergency planning — school shootings and amok incidents	Course	Finland	4	29	4–8 Jun
Cybercrime forensics	Seminar	Latvia	2	22	29–31 Oct
Dealing with crime victims	Course	Sweden	4	22	25–28 Sept
Developments and tendencies in EU crime policy	Conference	Germany	3	21	22–24 May
Disaster of large scale — EU guidelines	Course	Germany	4	13	6–9 Nov
Dismantling of illicit synthetic drug laboratories	Course	CEPOL	10	30	15–27 Apr

Activity title	Type of activity	Organiser(s)	No of training days	No of participants	Dates
Economic and financial crime — investigating corruption	Course	Slovakia	4	22	17–21 Sept
EMPEN network	Seminar	CEPOL	3	16	9–12 Oct
ENFAST	Seminar	Hungary	3	20	8–11 Oct
English for English language trainers	Course	United Kingdom	4	13	5–10 Aug
English for members of CEPOL's network	Course	Ireland	4	16	17–20 Sept
EU judicial and law enforcement agencies	Webinar	CEPOL	1	104	3 Jul
EU policy cycle for organised and serious international crime	Course	CEPOL	4	26	8–12 Oct
EU–western Balkans organised crime links on drug trafficking, illegal immigration and THB	Seminar	Romania	3	31	25–27 Sept
European police science — proceedings in European police science	Conference	France	3	58	25–27 Sept
Fighting against drugs	Course	Cyprus	4	27	27–30 Mar
Forensic science and policing (in cooperation with ENFSI)	Course	France	4	25	18–22 Jun
Forensic science/DNA	Course	Lithuania	3	23	25–27 Sept
Fraud and confiscation of assets	Course	United Kingdom	4	26	18–22 Jun
Future crime trends — Presidency seminar	Seminar	Cyprus	4	37	10–12 Jul
High-tech and cybercrime	Course	Spain	4	21	15–19 Oct
Human rights and police ethics — Step 1	Course	Poland	4	24	15–18 May
Illegal trafficking of waste and organised crime	Seminar	Italy	4	27	2–5 Oct
Illicit laboratory dismantling course	Course	CEPOL	3	22	12–14 Nov
Informant controllers	Course	CEPOL	4	44	23–26 Oct
Introduction into the exchange programme 2012	Webinar	CEPOL	1	88	4 Apr
Investigating cybercrime	Course	Italy	2	25	17–21 Sept
Joint CEPOL–Europol conference for homicide investigators	Conference	CEPOL	3	78	25–27 Jun
Joint investigation teams	Seminar	France	4	42	5–8 Jun
Joint investigation teams	Course	CEPOL	4	35	19–23 Nov
Joint investigation team leadership	Course	United Kingdom	4	27	28 Oct–2 Nov
Language development: instruments and systems of European police cooperation (English)	Course	Ireland	19	35	11–29 Jun
Language development: instruments and systems of European police cooperation (English)	Course	United Kingdom	19	30	5–23 Mar

Activity title	Type of activity	Organiser(s)	No of training days	No of participants	Dates
Language development: instruments and systems of European police cooperation (English)	Course	United Kingdom	19	30	2–21 Dec
Language development: instruments and systems of European police cooperation (French)	Course	France	19	16	4–22 Jun
Language development: instruments and systems of European police cooperation (German)	Course	Germany	19	19	11–29 Jun
Language development: instruments and systems of European police cooperation (Spanish)	Course	Spain	19	18	12–30 Nov
Learning and training in electronic environment	Course	Estonia	4	20	27–31 Aug
Lisbon Treaty online learning module	Webinar	CEPOL	1	27	8 Aug
Management of diversity — Step 2	Course	Austria	4	18	10–14 Sept
Markets related to illegal immigration detecting/tackling/repatriating	Course	CEPOL	3	26	22–26 Oct
Money laundering	Course	Italy	4	29	17–20 Apr
Police cooperation with ENP countries	Conference	Belgium	3	35	19–22 Nov
Police cooperation with Russia	Conference	Estonia	3	38	28–31 Oct
Police interviews	Seminar	Sweden	4	28	11–14 Sept
Policing in Europe — Step 1	Course	Spain	5	22	26–30 Mar
Policing in Europe — Step 2	Course	Germany	5	20	24–29 Jun
Policing in Europe — Step 3	Course	France	5	19	3–7 Dec
Public order and crowd management — Step 1	Course	Portugal	4	22	18–21 Jun
Public order — security during major events/public–private partnerships — Step 2	Course	France	4	21	9–13 Jul
Researchers and practioners workshop: crime analysis and crime intelligence	Seminar	United Kingdom	3	12	2–5 Oct
Schengen evaluation (Step 1)	Seminar	Slovenia	5	22	12–16 Mar
Schengen evaluation (Step 2)	Seminar	Czech Republic	5	24	2–6 Sept
SIRENE awareness webinar	Webinar	CEPOL	1	51	22 Aug
SIRENE operators training	Webinar	CEPOL	1	34	4 Sept
SIRENE train the trainers	Course	Slovenia	4	21	22–26 Oct
SIRENE Train the Trainers webinar	Webinar	CEPOL	1	16	25 Oct
Spopcop — senior police officer planning and command course for crisis management	Course	Italy	19	17	8–27 Oct

Activity title	Type of activity	Organiser(s)	No of training days	No of participants	Dates
Spopcop — senior police officer planning and command course for crisis management	Course	Portugal	19	17	19 Nov–6 Dec
Stolen vehicles	Webinar	CEPOL	1	32	10 Sept
Strategic perspectives on synthetic drugs including psychotropic substances	Course	CEPOL	4	25	22–26 Oct
THB prevention programmes for target countries	Seminar	CEPOL	4	12	5–9 Nov
THB victim handling in line with human rights	Course	Spain	3	26	16–19 Oct
Theft of cultural heritage/artworks	Course	France	4	22	1–5 Oct
Topspoc — top senior police officers: the Stockholm programme realisation (1)	Course	Austria	4	26	26–30 Mar
Topspoc — top senior police officers: the Stockholm programme realisation (2)	Course	Ireland	4	26	14–17 May
Topspoc — top senior police officers: the Stockholm programme realisation (3)	Course	Finland	4	22	10–15 Sept
Topspoc — top senior police officers: the Stockholm programme realisation (4)	Course	Portugal	4	25	26–30 Nov
Trafficking in human beings	Course	Hungary	4	26	10–13 Apr
Train the trainers for mission deployment	Course	Portugal	5	22	24–28 Sept
Train the trainers (Step 1)	Course	Greece	4	20	27–30 Mar
Train the trainers (Step 2)	Course	Germany	4	14	11–14 Sept
Training activity for liaison officers in the west African region	Seminar	CEPOL	2	20	12–13 Dec
Training for SIRENE officers (advanced)	Course	France	4	28	3–7 Sept
Training for SIRENE officers (basic)	Course	CEPOL	4	34	26–30 Nov
Transition of Internet protocol v4 to v6	Course	CEPOL	2	36	16–18 Dec
Urban violence	Seminar	Netherlands	4	18	24–28 Sept
Webinar of awareness on law enforcement challenges related to west Africa	Webinar	CEPOL	1	53	13 Nov
Webinar on best THB practices in prevention programmes and portfolios	Webinar	CEPOL	1	43	31 Aug
Webinar on cybercrime	Webinar	CEPOL	1	123	29 Aug
Webinar on how adults learn	Webinar	CEPOL	1	45	14 Jun
Webinar on how to keep your web audience engaged during web-trainings	Webinar	CEPOL	1	23	15 Nov
Webinar for SIRENE Greece	Webinar	CEPOL	1	23	23 Jan
Webinar for SIRENE Greece	Webinar	CEPOL	1	29	24 Jan

Activity title	Type of activity	Organiser(s)	No of training days	No of participants	Dates
Webinar for SIRENE Greece	Webinar	CEPOL	1	22	25 Jan
Webinar for SIRENE Greece	Webinar	CEPOL	1	30	5 Apr
Webinar for SIRENE Greece	Webinar	CEPOL	1	25	6 Apr
Webinar on JIT e-learning module	Webinar	CEPOL	1	58	2 Aug
Webinar on LMS for course organisers	Webinar	CEPOL	1	21	6 Mar
Webinar on organising web meetings	Webinar	CEPOL	1	24	15 Feb
Webinar on organising web meetings	Webinar	CEPOL	1	18	29 May
Webinar on organising web training	Webinar	CEPOL	1	27	16 Feb
Webinar on organising web training	Webinar	CEPOL	1	23	31 May
Webinar on the cybercrime online learning module	Webinar	CEPOL	1	98	21 Feb
Webinar on the gender-based violence e-learning module	Webinar	CEPOL	1	42	26 Jan
Webinar on social media and policing	Webinar	CEPOL	1	140	30 Mar
Webinar on the Schengen e-learning module	Webinar	CEPOL	1	64	24 Jan
Webinar with EU Commission anti-trafficking coordinator office	Webinar	CEPOL	1	254	20 Sept
Witness protection	Course	Slovakia	4	22	14–18 May

Annex 2

GOVERNING BOARD DECISIONS

1/2012/GB	Approving the meeting calendar for the first half of 2012
2/2012/GB	Approving the 5th progress report on the implementation of CEPOL's multi-annual plan 2010-2014
3/2012/GB	(repealed by Decision 5/2012/GB) adopting the preliminary draft work programme 2013
4/2012/GB	Adopting the preliminary draft estimate of revenues and expenditures for the financial year 2013
5/2012/GB	Adopting the revised preliminary draft work programme 2013 and repealing Decision 03/2012/GB
6/2012/GB	Adopting the revised preliminary draft estimate of revenues and expenditures for the financial year 2013
7/2012/GB	Approving the 2012 action plans for CEPOL's working groups
8/2012/GB	Appointing the accounting officer
9/2012/GB	Adopting the content description of the online learning module joint investigation teams
10/2012/GB	Adopting the content description of the online learning module Lisbon Treaty
11/2012/GB	Adopting the annual report 2011
12/2012/GB	Adopting the multi-annual staff policy plan 2013-2015
13/2012/GB	Laying down the criteria and procedure for the creation and functioning of CEPOL working groups and repealing Decisions 10/2007 and 11/2007
14/2012/GB	Establishing the analysis and assessment of the authorising officer's 2011 annual activity report
15/2012/GB	Delivering an opinion on the final accounts 2011
16/2012/GB	Approving the 6th progress report on the implementation of CEPOL's multi-annual plan 2010-2014
17/2012/GB	Adding a conference to the 2012 CEPOL training calendar and amending Decision 36/2011/GB
18/2012/GB	Approving the meeting calendar for the second half of 2012
19/2012/GB	Adopting the general implementing provisions on the procedures governing the engagement and use of contract staff at CEPOL and amending Decision 29/2011/GB
20/2012/GB	Adopting the general implementing provisions on the procedures governing the engagement and use of temporary agents at CEPOL

21/2012/GB	Adopting implementing provisions on the procedures governing middle management staff
22/2012/GB	Laying down implementing rules for implementing Article 7(2) of the staff regulations as regards temporary occupation of management posts
23/2012/GB	Laying down a policy on protecting the dignity of the person and preventing psychological harassment and sexual harassment
24/2012/GB	Appointing the accounting officer
25/2012/GB	Adopting the common curriculum on Europol (version 2) and repealing Decision 9/2009/GB
26/2012/GB	Appointing a new member of the audit panel
27/2012/GB	Establishing an audit panel and repealing Decision 37/2010/GB
28/2012/GB	Adopting the content description of the online learning module SIRENE
29/2012/GB	Adopting the content description of the online learning module trafficking in human beings
30/2012/GB	Adopting the updated multi-annual strategy plan 2010-2014 and repealing Decisions 43/2010/GB and 31/2011/GB
31/2012/GB	Adopting key performance indicators and repealing Decision 34/2011/GB
32/2012/GB	Adopting the work programme 2013
33/2012/GB	Adopting the budget for the financial year 2013
34/2012/GB	Adopting the preliminary draft work programme 2014
35/2012/GB	Adopting the preliminary draft budget 2014
36/2012/GB	Adopting the draft multi-annual staff policy plan 2014- 2016
37/2012/GB	Establishing a working group for planning, programming, training needs analysis and budgeting
38/2012/GB	Establishing a working group for the cybercrime online learning module
39/2012/GB	Establishing a working group for the SIS II–SIRENE online module
40/2012/GB	Establishing a working group for the money laundering online module
41/2012/GB	Establishing a working group for the elaboration of the master course 'Policing in Europe'
42/2012/GB	Establishing a working group on the implementation and evaluation of CEPOL's research and science activities for knowledge transfer
43/2012/GB	Adopting the European Police College's communication strategy
44/2012/GB	Approving the working arrangement between CEPOL and the federal state public training institution of higher professional education 'Academy of Management of the Ministry of Internal Affairs of the Russian Federation'
45/2012/GB	Adopting the policy paper on CEPOL's partnerships with the private sector

Annex 3

GOVERNANCE AND NETWORK MEETINGS

Meeting (in chronological order)	Place	Dates
18th research and science working group	United Kingdom	1–3 February
24th working group of learning	United Kingdom	8–9 March
18th external relations working group	Cyprus	15–16 March
Sixth national contact point meeting	United Kingdom	20–21 March
Bulletin editorial team	United Kingdom	26–27 March
Third audit panel	United Kingdom	23–25 April
Fifth common curricula working group	Greece	24–26 April
27th Governing Board	Denmark	22–23 May
19th external relations working group	United Kingdom	5–6 June
Research and science correspondents	United Kingdom	6–8 June
Presidency handover (Denmark–Cyprus)	Cyprus	22 June
Seventh national contact point meeting	United Kingdom	15–17 October
Research and science correspondents	Portugal	29–31 October
28th Governing Board	Cyprus	13–14 November
Presidency handover (Cyprus–Ireland)	United Kingdom	4 December
Fourth audit panel	United Kingdom	3–4 December
Fourth e-Net managers	United Kingdom	11–13 December
Fourth common curricula coordinators	United Kingdom	12–13 December

European Police College (CEPOL)

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