DECISION 11/2012/GB

OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE

ADOPTING THE ANNUAL REPORT 2011

**Adopted by the Governing Board
on 22 May 2012**

THE GOVERNING BOARD,

Having regard to Council Decision 2005/681/JHA of 20 September 2005 establishing the European Police College (CEPOL)[1], and in particular Article 10(9)(e) thereof;

HAS ADOPTED the Annual Report 2011 as detailed in the Annex to this decision.

Done in Copenhagen, 22 May 2012

For the Governing Board

Joergen Harlev
Chair of the Governing Board

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[1]   OJ L 256, 1.10.2005, p. 63.

Annual Report 2011

STRENGTHENING POLICE COOPERATION THROUGH LEARNING

Annual Report 2011

STRENGTHENING POLICE COOPERATION THROUGH LEARNING

More information on the European Union is available
on the Internet (http://europa.eu).

Written and edited by Claire Bose.

Special thanks to all photographers and CEPOL colleagues who
contributed to this publication.

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CEPOL in 2011

4 206	participants
795	trainers
292	exchangees
106	courses, seminars, conferences and online seminars
93 %	participant satisfaction
34	national contact points
16	course categories
5	values
1	vision
1	mission

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

106

courses, seminars, conferences and online seminars

4 206

participants

93 %

participant satisfaction

Foreword

In assuming the Chair of the Governing Board on 1 January 2011, an over-arching priority for the Hungarian Presidency was to review and respond to the recommendations presented in the five year evaluation report. Over the course of two meetings in February and March of 2011, the Governing Board articulated a comprehensive set of recommendations for the future of CEPOL and the future of European police education. We presented these recommendations in the publication *New Philosophies, New Possibilities* published in October 2011.

During the first six months of 2011, the Hungarian Presidency gave due importance to implementing the CEPOL strategy, using the strategic frame of reference and managerial toolbox provided by the Belgian Presidency. This included promoting the use of CEPOL's e-Net through the use of the Document Management System (DMS) and the Learning Management System (LMS) in order to achieve more efficient cooperation with the agency.

With regard to specific CEPOL activities, the Hungarian Presidency gave particular support to activities in line with the EU Internal Security Strategy including, for example, serious and organised crime. The Presidency also took an active part in the implementation of the European Police Exchange Programme, stressing the importance of sharing best practices. Also of importance was our effort to strengthen Civilian Crisis Management training and support an effective Neighbourhood Policy.

Overall, it was a pleasure to play a leading role in creating many positive possibilities for CEPOL's future.

Dr József BODA
Chair of the Governing Board,
January–June 2011

On 1st July 2011 Poland took over for the first time the Presidency of the European Union.

For the duration of our Presidency, our priorities for the European Police College reflected not only the status quo, but also the strategic developments envisioned in light of the five year evaluation report. Through the elaboration of a new structural model for CEPOL, on the basis of Governing Board recommendations and the position of the European Parliament, EU Commission and Council, one focus of our Presidency was to ensure that CEPOL was well-placed to achieve its current strategic objectives.

Our aim was also to better position CEPOL for the future. To achieve this, we also placed great importance on the development of the 2012 Work Programme and the scope of future training activities. In supporting the training needs assessment, undertaken in connection with the European Training Scheme, CEPOL will be able to offer the most relevant training and learning activities to support the European Internal Security Strategy. We also backed the elaboration of strategies related to ICT and information management.

Looking further afield, the Presidency encouraged CEPOL in the implementation of its external relations strategy, in particular with countries of the Eastern Partnership and the successful conclusion of cooperation agreements.

We undertook our Presidency with the belief that in every challenge there is an opportunity and it was our sincere wish that, during our Presidency, we could provide every assistance to the European Police College to seize the opportunity to become one of the most efficient and effective of European bodies.

Eliza Wójcik
Chair of the Governing Board,
July – December 2011

Introduction

It's my great pleasure to present this annual report on CEPOL's activities during 2011. The year gave us a chance to reflect on the past, as we marked our 10-year anniversary, and look to the future, as we implemented the recommendations from the Governing Board's 5-year evaluation. The evaluation report examined our progress and proposed recommendations to the Council of Ministers and the Commission to streamline and strengthen CEPOL's operating capabilities.

It was an honour to welcome so many distinguished guests to our 10-year anniversary event. At this milestone event, the focus was very much forward looking and I was heartened to see CEPOL spotlighted as one of the EU's key training service providers. It is clear that, going forward, CEPOL will be at the very core of the EU's law enforcement training operations.

Throughout the year, CEPOL continued to organise activities which attracted — including e-learning — more participants than in previous years. It was the first year in which CEPOL had sole financial and organisational responsibility for the European Police Exchange Programme and we saw a three-fold increase in the number of exchangees. Mindful of the pressures on public bodies across Europe to deliver cost efficiencies, CEPOL expanded its web-based learning toolbox, implementing a number of web-based training activities. In the future, CEPOL's e-learning portfolio will be dynamically developed to bring even more participants into its virtual classrooms.

Of course, we owe our achievement to the success of the Member States and our partners and I would therefore like to pay tribute to all our stakeholders that have contributed to our great progress. The respective presidency teams of the Governing Board made a vital contribution to CEPOL's direction. It is equally important to acknowledge the input and services of the network of national training institutions and partners in the Member States, which have played a crucial role in fulfilling our commitments in the 2011 activity plan. I would also like to pay tribute to agency staff whose hard work has positively positioned us to achieve our goals.

This report also looks briefly to the future. It is clear that an increasing demand for police training will characterise the coming years, and to ensure that we provide the very best learning and training opportunities for law enforcement officers across Europe, the College shall continue to respond to changing needs.

Ten years of CEPOL is a huge achievement and I look forward to the coming 10 years.

Dr Ferenc Bánfi
Director

CEPOL's role in safeguarding EU internal security

The EU Internal Security Strategy calls for a strong and coherent European response to security threats and challenges. To maintain and increase the internal security of the EU, capacity building, retention and development of skills in law enforcement in a harmonised manner are paramount. Throughout the course of 2011, CEPOL addressed strategic internal security concerns by delivering training activities and learning tools that tackle threats with an EU dimension, such as terrorism and serious and organised crime.

The year 2011 saw the introduction of the EU policy cycle, to which CEPOL contributes its expertise in capacity building in all eight priority areas, investigating training needs and offering learning options with a view to stepping up training efforts at the EU level.

CEPOL also contributes to efforts to build a common and concerted European response to crises through the provision of training in civilian crisis management and strengthening cooperation with EU Neighbourhood Policy countries.

To meet the future global challenges faced by Member States, Europe requires highly skilled professionals sharing a similar culture, who have the ability to understand, assess and deal with international threats on a national basis and on a pan-European basis. EU policies such as the Stockholm Programme and the EU Internal Security Strategy call, therefore, for a strategic approach to professional training in Europe, with CEPOL playing an important role. A key element of this consolidated and comprehensive approach is the European Training Scheme, currently being elaborated by the Commission. At the Commission's request, CEPOL is conducting a mapping exercise in a unique effort to identify, for the first time, the scale and scope of law enforcement training available in the EU. In parallel, CEPOL's study will identify training gaps to serve as the basis for a strategic training needs assessment.

During 2011, 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, the Police Cooperation Convention for Southeast Europe (PCC-SEE) and 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.
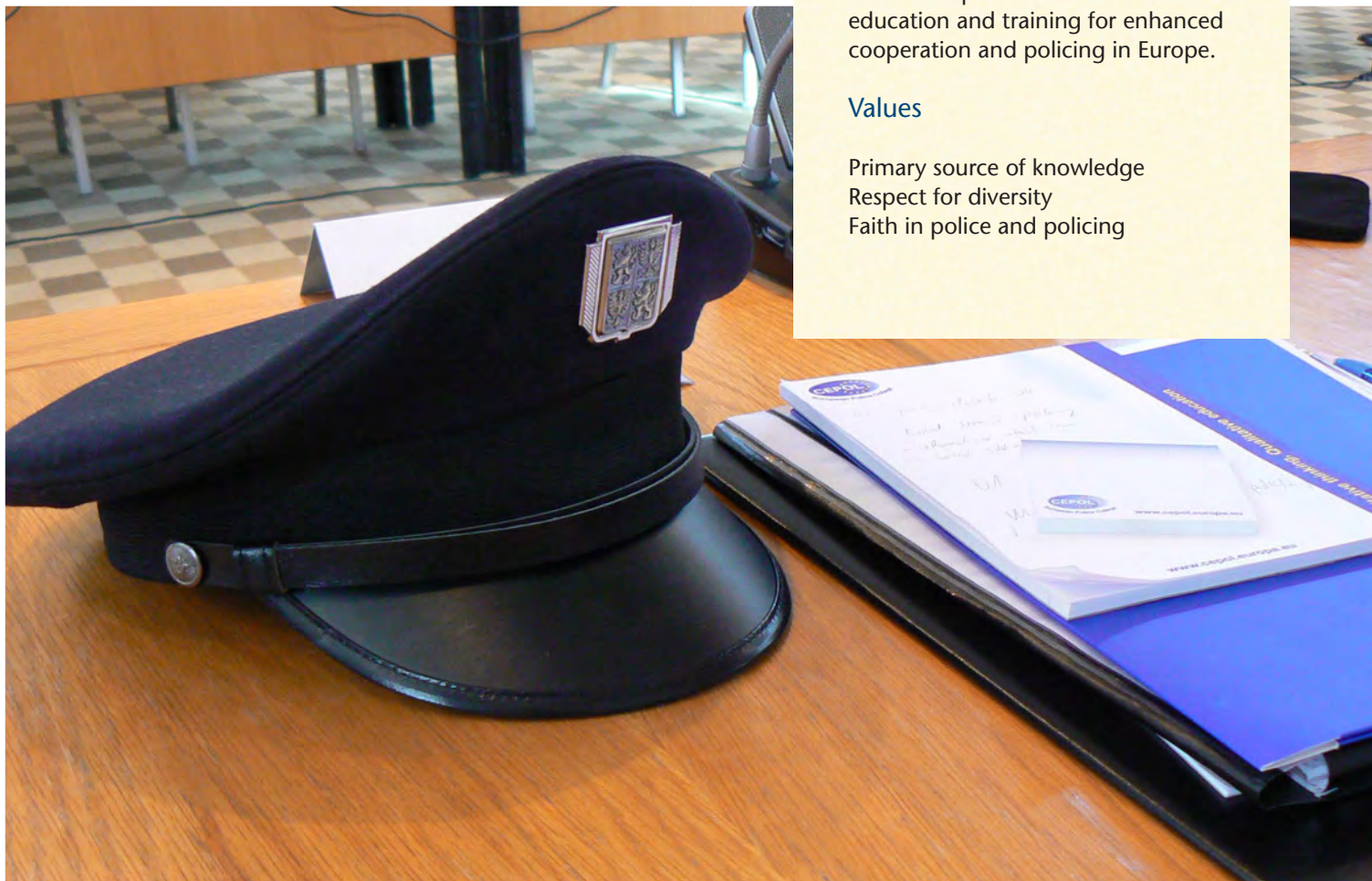
Mission

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

Celebrating 10 years of police cooperation through learning

LOOKING BACK

CEPOL's 10-year anniversary was an occasion to look back on past achievements. In two anniversary publications, members of the CEPOL network shared their personal memories of CEPOL.

'I have been the German member of the CEPOL Governing Board since July 2002. From my very first Governing Board meeting, I was convinced — as I still am — that CEPOL stands for the most European dimension of police training and education — which we urgently need to complement our national approaches. Meeting and having such close personal contacts with so many colleagues and experts in the field of police training and education from all over Europe has widened and deepened my understanding of police training and what we can achieve together. I have recognised that we share common values, and despite our differences, more and more people have a common understanding of professional policing.'

Klaus Neidhardt
President, German Police University, Münster

'The first CEPOL activity took place in 2001 at the École Nationale Supérieure de la Police in Saint-Cyr-au-Mont-d'Or and those first participants could not have known that they were the pioneers of a formidable police training adventure. Since then, thousands of police officers from the EU Member States, associate and candidate countries have learned how to know, to recognise, to respect and to trust each other in order to work together for the very best benefit of the citizens that they serve on a day-to-day basis. This has been achieved through hundreds of training courses and seminars, implemented under the aegis of CEPOL, but run by the national police institutions of the Member States. Throughout these past 10 years, each country and each police academy has brought, stone by stone, brick by brick, their contribution to this European construction we care so much about.'

Émile Pérez
Director of the International Cooperation Department, Ministry of Interior, France

'CEPOL has been committed to supporting the further development and exchange of scientific knowledge and research in the field of police and policing for the sake of advanced training and education for senior police officers at a pan-European level. Within CEPOL's first 10 years, important steps have been taken in fostering cooperation between police researchers and organisation units for police research and police colleges; in delivering research finding and scientific support to a wide audience;

and in supporting and developing training on European standards.'

János Fehérváry
Head of the International Affairs Unit
Sicherheitsakademie, Austria

'Looking back at the birth of CEPOL, we can see that the agency has undergone remarkable development. It has become an important player in the realm of internal security training. It is also fostering cooperation with different EU agencies, international organisations and global actors such as the USA, China and Russia. Cooperation between Estonian law enforcement officers and other EU law enforcement officers is very important and CEPOL has formed a unique environment oriented towards developing the professional skills of law enforcement officers at the same time as paving the way for communication between valuable people.'

Risto Pullat
Police Lieutenant Colonel
Estonian Police and Border Guard Board

'Throughout these past 10 years, each country and each police academy has brought, stone by stone, brick by brick, their contribution to this European construction we care so much about.' *(Émile Pérez)*

Celebrating 10 years of police cooperation through learning

LOOKING FORWARD

CEPOL welcomed visitors from the European Parliament, European Commission and JHA agencies to its 10-year anniversary.

On 4 October 2011, CEPOL welcomed 67 invited guests to Bramshill for an event to mark its first decade of police cooperation through learning. In addition to members of the CEPOL network, among those attending the celebration were Mrs Véronique Mathieu, Member of the European Parliament; Stefano Manservisi, Director-General of the European Commission Directorate-General for Home Affairs; Ilkka Laitinen, Director of Frontex; Michel Quillé, Deputy Director of Europol; Rafael Fernandez-Pita of the General Secretariat of the Council of the European Union, Justice and Home Affairs; and Kenneth Deane and Radek Khol of the European External Action Service (EEAS).

The focus of the celebration was an afternoon of discussion on the future of European law enforcement training and the role that CEPOL can play in delivering quality learning to a wide audience. Topics that attracted lively discussion and debate included the case for a European Training Scheme, the European dimension of law enforcement training, an enhanced European police culture and how to bring learning and training closer to the operational level.

Stefano Manservisi, the first EU Commission Director-General to visit CEPOL, made the case for the European Training Scheme, a key element of the Stockholm Programme.

Organisational developments

CEPOL undertook a number of organisational and administrative changes to ensure a more efficient running of the agency. Many of these improvements were informed by the publication of an independent evaluation of CEPOL's first 5 years as an agency of the European Union, which identified seven recommendations that were endorsed by the European Commission and noted by the Council of Minister of Justice and Home Affairs, as follows:

• clarify the CEPOL intervention logic;

• streamline governance and rationalise structures;

• strengthen the CEPOL secretariat;

• merge capacity building for law enforcement;

• assess Member State engagement with CEPOL;

• concentrate capacity building efforts;

• measure results and impact.

Streamlining governance

Following the 5-year evaluation, several measures and decisions were taken by the Governing Board in implementing its recommendations. Notably, during 2011, steps were taken to disband committees in an effort to streamline governance. At the same time it was agreed that further steps will be taken in 2012 regarding working groups.

In 2011, committees continued to contribute to CEPOL's objectives, and the agency acknowledges the contribution made by the Strategy, Budget and Administration, Annual Programme, Training and Research Committees.

In particular, the agency commends the commitment and professionalism of committee members throughout the course of their appointment.

Working groups also gave valuable input to the fulfilment of CEPOL's strategy during 2011. Members of the four working groups provided their expertise to the Governing Board in areas of external relations, learning, research and science and common curricula. Again, the agency pays tribute to the dedication of working group members.

In addition, the Governing Board's rules of procedure were revised to reduce the number of Governing Board meetings per year. From 2012, there will be only one ordinary meeting of the Governing Board per 6-month presidency, balanced with a more frequent use of written procedures to conclude routine business. Overall, the aim is for the Governing Board to focus on policy and decision-making at the strategic, longer-term level.

Management of resources

In terms of staffing, the 5-year evaluation noted that CEPOL has been delivering its core services while experiencing staff shortages. To that end, and in line with the multiannual staffing policy, in 2011 CEPOL embarked upon a dynamic recruitment drive, aimed at filling the open positions in the staffing plan.

Budget execution

CEPOL's operating budget for 2011 was EUR 8.3 million. The budget is consumed over three main budget lines: Title 1 covers staffing; Title 2 covers other administrative expenditure; and Title 3 covers operational expenditure.

Maintaining and monitoring quality

CEPOL is committed to ensuring quality in all its deliverables.

CEPOL took measures to streamline its internal control by adopting 16 internal control standards and recruiting anv internal control officer in August 2011. A compliance assessment review regarding the degree of implementation of the 16 internal control standards was held in the fourth quarter of 2011 and showed that, overall, CEPOL was in compliance with the requirements of the internal control standards. Areas identified for improvement form the subject of an action plan, which will further improve the implementation of control standards.

During 2011, CEPOL underwent three main audits: two external audits carried out by the European Court of Auditors and one internal audit carried out by the Internal Audit Service (IAS) of the European Commission.

The European Court of Auditors audited the accounts and concluded that in the Court's opinion, the transactions underlying the annual accounts of the College for the financial year ended 31 December 2010 are, in all material respects, legal and regular.
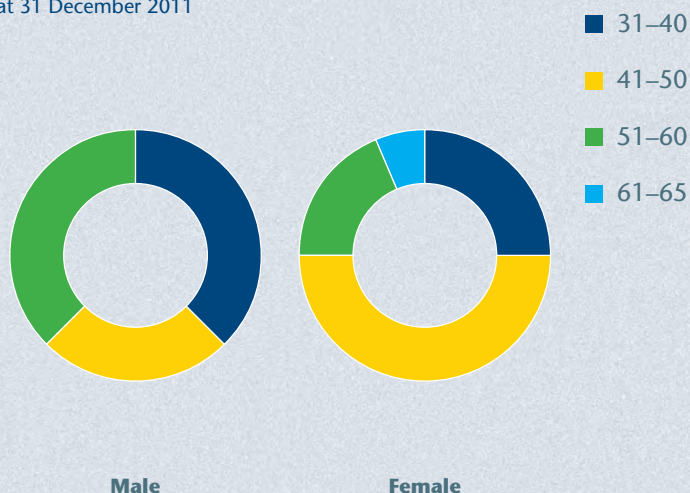
2011 Budget

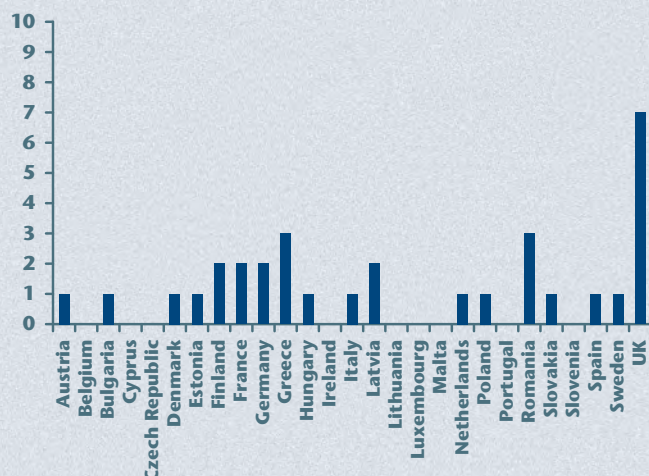Expenditure Allocation, expressed as a percentage

- Title 1
- Title 2
- Title 3
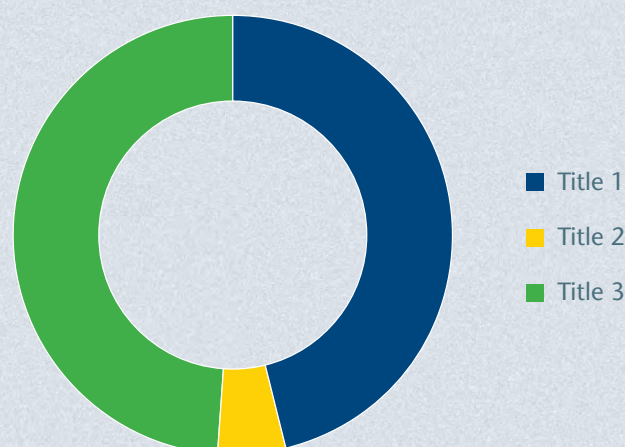
CEPOL staff by age and gender

as at 31 December 2011

- 31–40
- 41–50
- 51–60
- 61–65

Male

Female

CEPOL staff by nationality

as at 31 December 2011

Total budgetary consumption, expressed as a percentage*

66.5   65.6   82.1   75.2

2008   2009   2010   2011

Total

* The percentage for 2011 is based on the provisional data as per 31.12.2011; this percentage is expected to gradually increase following spending the carry-forward money by the end of 2012, when the final consumption rate will be available.

The Internal Audit Service concluded that the introduction of grant agreements was a good step to improve further the maturity of its administration with regard to sound financial management, but at the same time made several recommendations to ameliorate the grant agreement process. In line with these recommendations, the grant agreement process was promptly revised. The IAS subsequently praised this decisive step and prompt adjustment of the procedures. An action plan has been developed in relation with the auditors' recommendations and is being implemented in accordance with the established deadlines.

Quality management

CEPOL started implementing the balanced scorecard (BSC) in January with 69 indicators adopted by the Governing Board in September 2010. Taking into account the BSC experience, the indicators were made more measurable and reduced to 24 performance indicators (PIs) and 4 key performance indicators (KPIs) for 2012. KPIs and PIs are now reflected also in the CEPOL Multiannual Strategy and Annual Work Programme.

A centralised quality document management system was introduced. Processes are now described with flowcharts, records and templates related to process activities are identified.

Risk management

The annual risk assessment exercise was conducted in April. Risks related to CEPOL activities are now mitigated with activities in the CEPOL risk register and reflected in the CEPOL risk map.

Data Protection

The Data Protection Officer commenced in September 2011. A review of operations to process personal data was carried out and dedicated implementing rules have been adopted.

CEPOL took measures to streamline its internal control by adopting 16 internal control standards and recruiting the internal control officer in August 2011.

Qualitative thinking, qualitative education
THE 2011 WORK PROGRAMME

In 2011, CEPOL completed a comprehensive calendar of activities aimed at fulfilling its goal that the CEPOL network function as a European law enforcement education platform on the highest level of international excellence.

Development of the CEPOL work programme was closely informed by the EU's priorities, such as the Stockholm Programme and the Internal Security Strategy, strategic topics identified in the annual EU organised crime threat assessment as well as priorities set by the COSI and other stakeholders in the field of justice and home affairs.

In addition, CEPOL ensured that training was also offered in the fields of human rights-based and gender-based crime, as well as diversity management. As in previous years, CEPOL worked in close cooperation with its network to ensure a programme that reflected the needs of the Member States.

The resulting 106 activities (including 18 web-based seminars) that CEPOL implemented in 2011 covered key areas of the EU policy cycle from serious and organised crime to strategic leadership. In addition to classroom-based activities, for the first time CEPOL offered e-learning, reaching wider audiences through webinars and self-paced e-learning modules. The importance of e-learning is demonstrated by the growing number of users of e-Net, CEPOL's web-based electronic network for learning. By the end of 2011, there were 9 283 registered users, an increase of 49 % on the previous year.

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

Participation in CEPOL activities (including online seminars) increased in 2011 compared with 2010		
Activities (courses, seminars, conferences and online seminars)	2010	2011
Implemented	91	106
E-learning modules		6
Attendance		
Participants	2 198	4 206
Trainers		
No of trainers	841	795

Number of CEPOL e-Net users

Year	Number of users
2007	207
2008	632
2009	1 650
2010	6 244
2011	9 283

■ Number of users

The ninth CEPOL European Research and Science Conference took place in Madrid in June 2011, with a focus on cybercrime. In addition, CEPOL published three issues of the European Police Science and Research Bulletin.
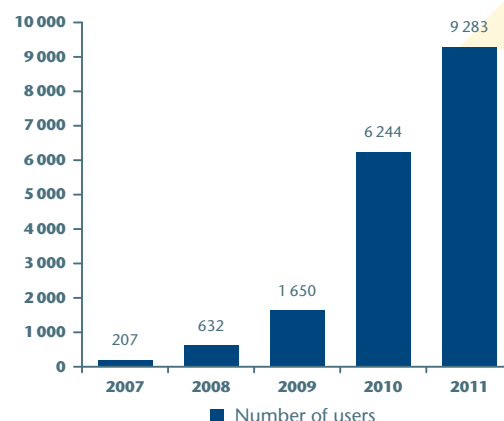
Overall satisfaction with CEPOL activities was high, with 93 % stating that they were very satisfied or satisfied with the activities that they had participated in.

Courses are evaluated on different elements from organisation to reaching the objectives. The chart below shows the percentages of satisfaction for 2010 and 2011.

Satisfaction percentage

2010   2011*
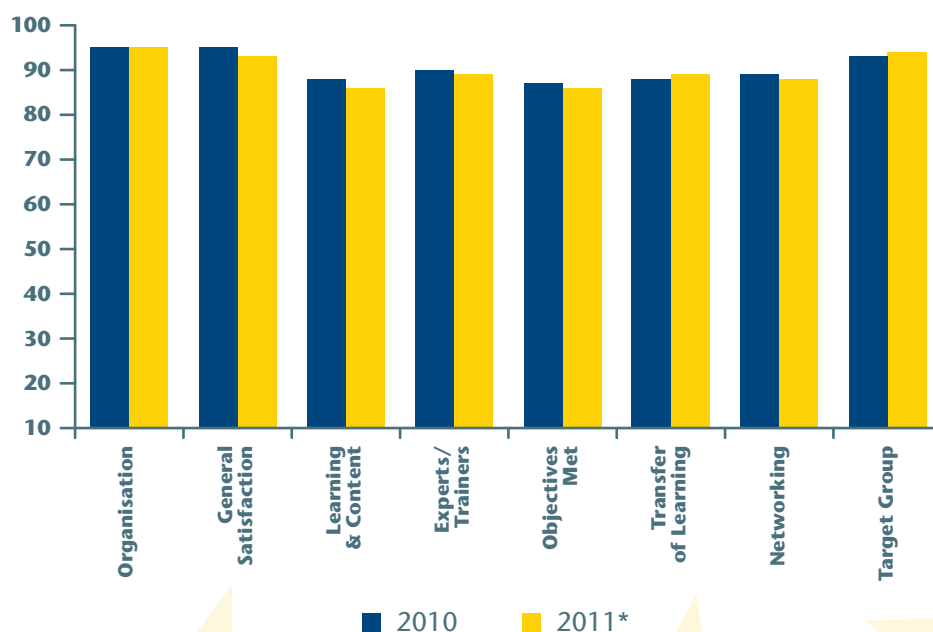
* Provisional data

E-learning

A NEW GENERATION OF LEARNING OPTIONS

CEPOL launched its e-learning offering in 2011 and it was immediately clear that online learning has a significant role to play in delivering training and complementing classroom-based activities, in line with the strategic objective to develop further and easier access to e-learning systems. Taking advantage of newly available technology, in addition to planned e-learning modules, CEPOL was also able to broadcast a series of webinars during 2011. These advancements in e-learning increase CEPOL's ability to fulfil its mandate to provide training to law enforcement officials by providing a wider audience with self-paced professional development options. In total, 2 163 people participated in e-learning activities during 2011 and, in the future, CEPOL anticipates offering as many web-based as classroom-based learning activities.

In addition to e-learning modules and webinars, CEPOL has also provided for the development of online communities of practice through its learning management system (LMS). These platforms enable sharing of expertise on topics from social media and policing to bioterrorism.

In 2011, CEPOL updated its LMS and the more user-friendly platform, which is used to support CEPOL courses and seminars, resulted in an increase in usage: in 2010 62 % of course organisers made use of the platform, whereas in 2011 81 % made use of the platform.

E-learning modules launched in 2011

- Europol

- Community policing preventing radicalisation and terrorism (Coppra)

- Schengen

- Gender-based violence

- Cybercrime

- Police English language: virtual tour of a police station

Webinars (online seminars) held in 2011

- Police officer victims of traffic accidents

- Current cyber threat landscape and its evolution

- Interpol's bioterrorism programme

- Tracing criminal assets — the new European financial investigation manual

- Facebook — social media policing

- Update of the Sirene manual — introduction to changes

- Promoting learning management support (nine webinars held)

- Explaining law enforcement challenges in relation to new Internet protocols (three webinars held)

Focus on learning

COUNTERTERRORISM, TERRORISM AND EXTREMISM

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 from broad trends to the very specific, such as European aviation security legislation. In 2011, 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.

Learning about security at Schiphol airport

In November 2011, near to Schiphol airport, police officers from across Europe gathered to take part in a course dedicated to airport security. Over four days, participants looked at key factors in dealing with various aspects of airport security, from passenger screening to security measures for high-risk flights. Much of the training took place on site at Schiphol airport, where participants saw up close the challenges faced by the border police on a daily basis and were asked to provide an assessment of the security situation at the airport. The Royal Dutch Marechausee, who supported the Netherlands Police Academy in organising the course, gave a number of demonstrations to explain various aspects of their security policy.

'Being amongst these professionals and exchanging knowledge about so many aspects of the developments in border control has given me ideas for the preparation of the Euro 2012 football championships.' Course participant, Poland.

CEPOL activities 2011: Counterterrorism, terrorism and extremism

Courses:
— Counterterrorism (awareness)
— Counterterrorism (strategic)
— Forensic science relating to counterterrorism
— Airport security

Focus on learning

SERIOUS AND ORGANISED CRIME

The EU organised crime threat assessment 2011 notes that there is greater collaboration between criminal groups as well as greater mobility in and around the EU. CEPOL's training is specifically designed to address cross-border crime and activities in the area of serious and organised crime and is delivered to investigators or supervisors responsible for its prevention and investigation. In 2011 CEPOL offered a number of courses, including three seminars directly related to regional specifics. Each seminar focused on the serious and organised crime threat of a particular region and encouraged an exchange of best practice and discussion between participants.

To produce best-in-class educational experiences, CEPOL counts on close cooperation with its EU partners and, for these particular activities, CEPOL has welcomed contributions from the EU justice and home affairs agencies.

Raising awareness

On the occasion of the fifth EU Anti-Trafficking Day, the Director of CEPOL joined other heads of the EU justice and home affairs agencies in issuing a joint statement committing them to addressing trafficking in human beings in a coordinated, coherent and comprehensive manner. CEPOL has committed to nominating a contact point at the agency who will be tasked with improving communication between the agency and EU institutions, including the EU Anti-Trafficking Coordinator.

> CEPOL's training is specifically designed to address cross-border crime and activities

CEPOL activities 2011: Serious and organised crime

Courses:	Seminar:
— Fight against drugs	— European haulage industry and organised crime
— Firearms trafficking	
— North-east Europe organised crime organisations — OCTA related	
— South-east Europe organised crime organisations — OCTA related	
— South-west Europe organised crime organisations — OCTA related	
— Trafficking in stolen artworks	

Focus on learning

POLICE COOPERATION IN EUROPE

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 and in 2011 launched a multimodular course, 'Policing in Europe'. While covering the legal and operational aspects of international police cooperation, this course also offers participants the opportunity to transfer accumulated credits from this course towards a master's degree from another institution and, in 2013, this course will be further developed.

In this field, CEPOL delivers activities that not only raise awareness of the tools available but also offer a practical insight into how these tools work.

For example, the course and seminar on joint investigation teams demonstrates how to both set up and manage a joint investigation team, as well as how to apply for funding of a JIT. This combination of practical and theoretical learning underscores CEPOL's commitment to deliver relevant and actionable training.

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 one provides the context for European police cooperation through study of the differences and similarities in investigation and prosecution in EU countries, as well as reviewing past and future developments in the field of police and judicial cooperation. Module two deals specifically with the instruments and approaches to policing in Europe, studying EU and international agencies and courts, policies and priorities. Module three 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), Netherlands and CEPOL supported the development.

CEPOL activities 2011: Police cooperation in Europe	
Courses:	Seminars:
— Policing in Europe — International police cooperation, steps 1, 2 and 3	— Joint investigation team
— Joint investigation team	— Schengen evaluation (pilot)
— Police cooperation and Europol	
— Police cooperation and Schengen	
— Police cooperation and the Prüm decision	
— Public private partnership	
— Training for Sirene officers (basic and advanced)	

Focus on learning

STRATEGIC MANAGEMENT AND LEADERSHIP

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.

TOPSPOC: Top senior police officers – The Stockholm Programme

A flagship course, Topspoc is targeted at top senior police officers, who work at a strategic level towards an open and secure Europe. There were four Topspoc modules spread over the year and which, in 2011, 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 subject has impacted daily work processes and learn 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 2011, 26 participants from 17 EU countries attended this activity.

In 2011, Topspoc modules were hosted by Austria, Portugal, Ireland and Estonia.

Participation in Topspoc is also open to staff from Europol, Frontex and Interpol.

A common police leader's culture

'The challenges law enforcement agencies are facing have often a supranational dimension. This is not only the case in criminal matters, but also in matters of public order or disaster management.

In Europe, we have the possibility to work together, to get support from other Member States if needed and to learn from good practices. Numerous activities exist, but mostly in an uncoordinated way. So, these processes need to be optimized to increase the security level of the European citizens.

Even if the various police training systems are non-transferable, the bridges between them should be improved significantly. Police leadership can stick to national systems, but should incorporate a much larger EU dimension and common professional standards, to be applicable across EU Member States.'

Conclusions from 2011 Topspoc participants, in answer to the challenge: How can training improve police leadership and common professional standards in the future?

> Equally as important as the course work is the opportunity to forge strong relations with a peer group of senior officers across Europe

SPOPCOP: Senior police officer planning and command course for crisis management missions

To respond to global crises, the European External Action Service draws on law enforcement support from across the Member States. To lead these teams, senior police officers must be able to lead in a multicultural and diverse environment, often operating in unfamiliar and sometimes difficult situations. CEPOL's Spopcop combines classroom and practical experience to introduce the EU crisis management framework, including the roles of different players, strategic and operational planning of EU missions, leadership, communication and project management. At least 2 days are dedicated to a command post exercise where participants practice their skills in a real-life setting. In 2011, the course was hosted by the Italian Carabinieri Centre of Excellence for Stability Police Units and brought together experts from the EU's Committee for Civilian Aspects of Crisis Management, Crisis Management and Planning Directorate and Civilian Planning and Conduct Capability, as well as former heads of mission, academics and police trainers.

'In the future, the European Union will play a greater role in international crisis management. Courses like this one will ensure that senior police officers are ready for effective deployment and crisis management. In the immediate term, these courses create a community of professionals that share the same European ethics and commitment to protect and serve less fortunate people living in areas affected by war and natural disasters.'

Vincenzo Giuliani, Carabinieri Major General

CEPOL activities 2011: Strategic management and leadership	
Courses:	Conference:
— Modular course: Top senior police officers: the Stockholm programme	— Future crime trends
— Senior police officer planning and command course for crisis management	
— Civilian crisis management	
— Crime intelligence risk assessment and intelligence-led policing	
— Disasters of large scale — EU guidelines	
— Management of diversity	
— Quality management systems	
— Undercover operations	

'In the future, the European Union will play a greater role in international crisis management. Courses like this one will ensure that senior police officers are ready for effective deployment and crisis management.' *(Vincenzo Giuliani)*

2011 European Police Exchange Programme

The year 2011 saw the highest ever levels of participation in the European Police Exchange Programme, reflecting both the rise in interest and the expanded offer, which for the first time included study visits and an exchange programme specifically for commanders. The year 2011 was also the first year in which the Exchange Programme was funded and coordinated solely by CEPOL, resulting in a smoother and more efficient administration of the programme.

As with traditional exchanges, participants spend up to two weeks with a counterpart in another country, fostering — in addition to transfers of knowledge — deep and long-lasting networking between partners. 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.

In 2011, exchanges were organised around 16 topics, the majority of which directly related to objectives identified in the EU's internal security strategy. From community policing to counterterrorism, from forensics to financial crime, 292 police officers from 26 participating countries used an exchange to build a better understanding of serious crime issues and how to tackle those issues.

There were a number of firsts in the 2011 Exchange Programme. A group exchange for cybercrime experts was organised under the umbrella of the European Cybercrime Training Expert Group. In addition, the first study visits took place to Europol and the European Anti-Fraud Office (OLAF).

Key facts

292 participants	**17** exchanges for commanders			
26 Member States	**4** study visits	**86 %**		
181 traditional exchanges	**1** cybercrime specialist topic exchange	participant satisfaction		

Testimonials

Pekka Melleri (Finland/Commanders)

Mr Melleri was hosted in Belgium by Jean-Pierre Devos, focusing on community policing and prevention of radicalisation.

'The exchange period in Brussels was a very useful time. I established really good contacts and I am convinced that this network will benefit us in many ways in the future. Also, as I took part in different visits and presentations, I was often prompted to think about how I could apply some of what I was seeing to Finland. Now, I have many ideas to test.'

Iordan Daloukov (Bulgaria)

Mr Daloukov was hosted in Sweden by Marcus Andrae, focusing on forensic photography.

'During my visit I had the opportunity to work closely with my experienced tutor, photographing real exhibits and attending real crime scenes. I was impressed with the different equipment and technology available in Sweden and, together with my host, I was able to adapt several working methods used in Sweden for incorporation into my routine photography work in Bulgaria using existing equipment. I could also introduce my Swedish colleagues to the Bulgarian approach to training crime scene photographers. From my viewpoint, the visit was a real success.'

Frederic Danel and Daniela Caputo (Italy/France)

Mr Danel from France and Ms Caputo from Italy used their exchange to focus on the learning environment.

Mr Danel: 'This exchange confirmed to me that the most powerful training tool is social interaction and it is easier to establish this through an exchange. It seems to me that the whole exchange period is not the end of a process, but rather the beginning. I hope so.'

Ms Caputo: 'I took inspiration from the techniques and methods used in France to implement e-learning in Italy and finished my exchange with at least five concrete tools to try. It was a valuable experience.'

Vita Kalote (Latvia)

Ms Kalote was hosted by Marian Paštinsky in the Czech Republic, with a focus on community policing and prevention of radicalisation.

'I had a very full programme in which I saw many different aspects of policing, with visits to an integrated safety centre to witness coordination between the emergency services, joint patrols at the Czech–Poland border, the riot police detachment and training school. In conclusion, I was very impressed by the police system and police training system in the Czech Republic and the approach to community policing and crime prevention.'

Key exchange topics

- Cybercrime
- Community policing and prevention of radicalisation
- Financial crime
- Managing major events
- International information exchange
- Forensics
- Crime prevention
- Drug trafficking
- Counterterrorism
- Trafficking in human beings
- Human rights
- Organised crime
- Police training and education systems
- Civilian crisis management
- Distance learning
- Learning environment

'I took inspiration from the techniques and methods used in France to implement e-learning in Italy'

(Daniela Caputo)

Number of Exchangees

■ Number of Exchangees
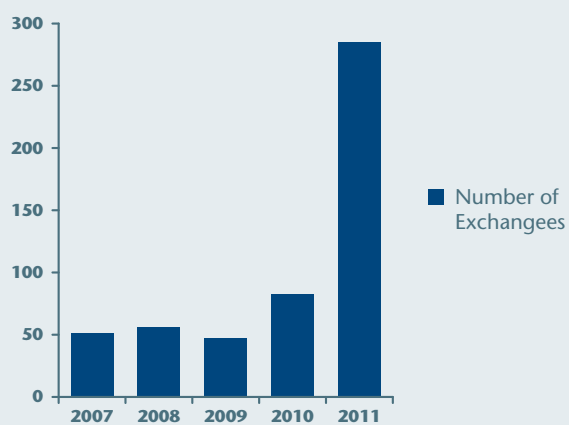
Overall satisfaction with the European Police Exchange Programme

Excellent	65 (52.0 %)
Good	58 (46.4 %)
Average	2 (1.6 %)
Fair	0
Poor	0

Research and science

The Stockholm Programme underlines the importance of research in tailoring the priorities of the Internal Security Strategy to meet the real needs of users. CEPOL also recognises the increasing role that science and research has to play in training, education and policing — including law enforcement cooperation —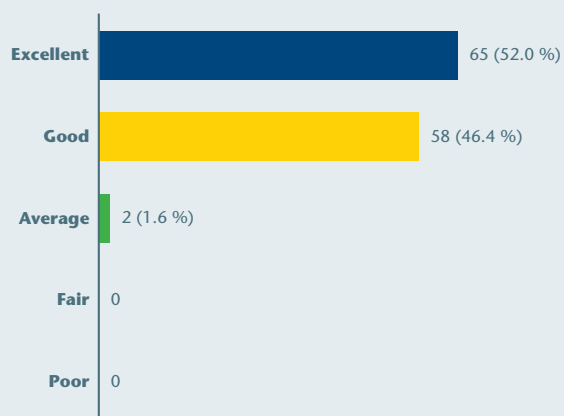 and has adopted the strategic goal that CEPOL be developed into a law enforcement knowledge base. The use of results from police science will determine the quality of the European Training Scheme. This will therefore have an impact on the effectiveness of fighting and preventing crime.

The annual European Police Research and Science Conference is a key event in CEPOL's activities. In 2011, the conference focused on the very topical issue (and priority of the EU policy cycle) of cybercrime. At the conference, which was held in Madrid, 70 specialists tackled topics related to cyber security and social networks, analysing the current situation, identifying future trends and possible solutions and common approaches.

Three issues of the European Police Science and Research Bulletin were published in 2011. The bulletin disseminates the latest scientific information about ongoing and completed police research in Europe.

In a unique effort to facilitate the networking and cooperation between police researchers and scientists in Europe, CEPOL has published on its website a map of police-related research institutions (universities, academies, ministerial units, etc.) to facilitate the identification of expertise in different fields and topics. In the future, the map will be updated and extended as single source of oversight of the institutional infrastructure to support policing from a scientific research perspective. In cooperation with the European Network of Forensic Scientific Institutes, an extension regarding forensic institutes is also foreseen.

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.

In 2011, CEPOL revised its external relations policy and the result was a set of priorities that closely mirror those set at a wider EU level.

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 interagency scorecard, established in 2010. Close contacts take place with key partners of Eurojust, Europol and Frontex, to which the Fundamental Rights Agency (FRA), the European Anti-Fraud Office (OLAF) and the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) have just been added. The final version of the updated 2011 scorecard was presented to the COSI.

CEPOL also calls upon its partner JHA agencies to provide training expertise to CEPOL courses. This close cooperation will continue in 2012 with JHA agency experts contributing to 49 of the 118 planned activities. As in previous years, CEPOL continued to co-host, with Europol, a series of road shows aimed at raising awareness among law enforcement officials.

The year 2011 also saw enhanced cooperation with the European External Action Service (EEAS) and there is the opportunity for further development of the relationship, in particular with regard to civilian crisis management training for pre-deployment purposes. As a result of this cooperation, CEPOL is now featured as one of the key actors and service providers identified by the Council in setting up a reinforced external relations framework, which includes training issues.

EU agencies participating in the JHA interagency scorecard in 2011

- Europol
- Frontex
- Eurojust
- Fundamental Rights Agency
- European Anti-Fraud Office
- European Monitoring Centre for Drugs and Drug Addiction (EMCDDA)

Outside the EU: cooperation agreements

As part of its external relations strategy, CEPOL seeks to sign cooperation agreements with national training institutes in associate, EEA, candidate and potential candidate countries.

Cooperation agreements concluded by CEPOL

- Croatia
- Georgia — new in 2011
- Iceland
- Montenegro — new in 2011
- Norway
- Switzerland
- Turkey

Looking ahead

The immediate future

CEPOL's commitment to delivering training to law enforcement officers is reflected in its four strategic goals. In the short to mid-term, CEPOL will focus on achieving these goals.

CEPOL as a network functions as a European law enforcement education platform on the highest level of international excellence

CEPOL will continue to work with its network and stakeholders to deliver quality training courses on those issues with a European dimension to law enforcement officers. CEPOL will also ensure that practitioners have easier access to CEPOL training to enhance their competences in operating at a European level. Further, in line with the demands of the Stockholm Programme, CEPOL will continue to offer exchange programmes to increase learning and foster cooperation. The agency will also ensure the provision of common curricula to make it easier for Member States to harmonise national training programmes in accordance with EU standards, where necessary. In addition, the good progress made in e-learning will continue as a means of broadening access to law enforcement training, as also foreseen in the Stockholm Programme.

CEPOL will be developed into a law enforcement knowledge base

In part, CEPOL's success will rest upon its ability to continuously provide an intellectually stimulating learning environment. To achieve this, CEPOL will continue to develop its e-library as a virtual knowledge centre accessible to law enforcement officers. CEPOL will also support police science research as a means to foster cooperation. In addition, CEPOL will work towards fostering forums for debate and sharing of research findings and practice.

CEPOL will place external relations as the cornerstone of partnerships

CEPOL's efficiency and effectiveness will be determined not only by its own efforts, but also by the quality of its cooperation with external partners. As is the case today, cooperation with EU agencies and bodies will remain a priority. CEPOL will seek to proactively form relationships and formal agreements with associated states and will also look for opportunities to cooperate with globally significant partners.

CEPOL will be led and managed as a top-ranking innovative EU agency

To offer the best service, CEPOL must become an agency that has the flexibility to rapidly respond to the changing needs of its stakeholders. The internal security landscape has changed significantly over the past 10 years and CEPOL, through its management and its processes, must also be prepared and ready for change. To achieve this, CEPOL will ensure corporate leadership and management by the Governing Board, as well as appropriate devolved leadership and management between the Director of CEPOL and staff. CEPOL will strive to ensure that budget management ensures implementation of the Annual Work Programme and that an effective internal control system remains in place. The agency will provide the appropriate administrative support to ensure that CEPOL functions as it should and human resources will be recognised as CEPOL's greatest asset.

Qualitative education

CEPOL
European Police College

The longer term

While efforts continue to achieve the above strategic goals, CEPOL is already planning for the longer term, taking into consideration the priorities outlined in the Stockholm Programme and, in particular, the future European Training Scheme.

The Stockholm Programme calls for a European Training Scheme that will offer EU training to all law enforcement officers active in the implementation of freedom, security and justice in order to foster a genuine European judicial and law enforcement culture. This audience includes judges, prosecutors, judicial staff, police officers, border guards and customs officers.

In 2011, the European Commission invited CEPOL to undertake, as an additional challenge, a mapping exercise to assess law enforcement training activities related to cross-border cooperation in the EU, already provided in and by Member States and international organisations. This mapping exercise is a crucial step in the policy process. Following this, CEPOL will develop a systematic training needs analysis on cross-border law enforcement training. CEPOL will deliver a final report on these activities to the Commission in 2012. Also in 2012 the Commission will present a communication on a European Training Scheme policy, which will form the basis for implementation of the scheme.

Given CEPOL's clear competence in developing training activities for law enforcement officials, the College expects to be one of the key players identified to deliver the scheme.

CEPOL will seek to proactively form relationships and formal agreements with associated states and will also look for opportunities to cooperate with globally significant partners.

Annex 1

2011 TRAINING CATALOGUE

Reference	Activity Title	Organiser(s)	No. of Training Days	No. of Participants	Dates
11/091	European haulage industry and organised crime	UK	4	27	15–18 February
11/001	Community policing	Ireland	4	27	28 February to 4 March
11/067	Language development: instruments and systems of European police cooperation (English)	UK	20	27	28 February to 17 March
11/027	International police cooperation — step 1	Spain	5	25	7–11 March
11/022	Road safety	Germany	4	27	8–11 March
11/025	Crime prevention	Sweden	3	40	8–10 March
11/044	European police and judicial systems — study tour	Belgium	5	27	13–18 March
11/048	TOPSPOC — Top senior police officers: the Stockholm programme (1)		4	27	14–18 March
11/059	Dealing with crime victims	Sweden	4	27	15–18 March
11/077	Train the trainers — step 1	Greece	4	27	15–18 March
11/040	Police authorities of the candidate countries	France IPCD	5	27	21–25 March
11/011	Fraud against the EU, European institutions and euro counterfeiting	Italy	4	27	22–25 March
11/034	Joint investigation teams	France ENSP	3	40	28 March to 1 April
11/065	English for English language trainers	Denmark	4	20	28 March to 1 April
11/079	Q13 quality and harmonised training standards	CEPOL	4	20	28 March to 1 April
11/066	English for members of the CEPOL network	Ireland	4	20	4–8 April
11/036	Training for SIRENE officers (basic)	Slovakia	4	40	11–15 April
11/010	Fraud and confiscation of assets	Czech Republic	4	27	12–15 April
11/063	Human rights and police ethics	Slovenia	4	27	12–15 April

Reference	Activity Title	Organiser(s)	No. of Training Days	No. of Participants	Dates
11/084	LMS training for course managers	CEPOL	2	20	12–14 April
11/017	South-western Europe organised crime organisations — OCTA related	Portugal ISPJCC	4	27	3–6 May
11/031	Police cooperation and Europol	Lithuania	4	27	3–6 May
11/071	Language development: instruments and systems of European police cooperation (German)	Austria Germany	20	20	9–27 May
11/058	Management of diversity	Cyprus	4	27	10–13 May
11/039	Police cooperation with North America	UK	3	40	17–19 May
11/060	Child abuse in cyberspace	Bulgaria	4	27	17–20 May
11/035	Public–private partnerships	Spain	4	27	23–27 May
11/049	TOPSPOC — Top senior police officers: the Stockholm programme (2)		4	27	23–27 May
11/008	Money-laundering	UK	4	27	24–27 May
11/013	Trafficking in stolen artwork	Italy	4	27	24–27 May
11/090	Police interviews	Sweden	4	27	24–27 May
11/053	Undercover operations	Lithuania	4	27	31 May to 3 June
11/023	Crisis management and emergency planning — school shootings	Finland	4	27	6–9 June
11/069	Language development: instruments and systems of European police cooperation (English)	Ireland	20	20	6–24 June
11/046	Knowledge of European police systems	Poland	4	27	7–10 June
11/083	Training for SIRENE officers (advanced)	Latvia	4	27	13–17 June
11/005	Forensic science relating to counterterrorism	Poland	4	27	14–17 June
11/030	Cooperation with the European Security and Defence College	Austria	4	27	14–17 June
11/024	Witness protection	UK	4	27	21–24 June
11/074	European police education systems: Bologna and Bruges–Copenhagen processes	Portugal PSP	4	40	21–24 June
11/003	Counterterrorism (awareness)	Greece	4	27	27–30 June
11/028	International police cooperation — step 2	Germany	5	25	27 June to 1 July
11/073	Police research and science	Spain	3	80	28–30 June

Reference	Activity Title	Organiser(s)	No. of Training Days	No. of Participants	Dates
11/019	South-east European organised crime organisations — OCTA related	Romania	4	27	4–7 July
11/082	Managing and organising CEPOL activities	CEPOL	4	20	4–8 July
11/064	International aspects and experiences of domestic violence	Portugal GNR	4	27	5–8 July
11/093	Anti-discrimination and diversity and other fundamental rights topics in police training	FRA CEPOL	2	25	11–13 September
11/045	European police and judicial systems — study tour	Netherlands	5	27	12–16 September
11/050	TOPSPOC — Top senior police officers: the Stockholm programme (3)	Ireland	4	27	12–16 September
11/021	Public order and crisis management — train the trainer	France IPCD	4	27	19–23 September
11/094	Civilian crisis management	Belgium	4	27	19–23 September
11/061	Trafficking in human beings	Sweden	3	40	20–22 September
11/002	Community policing	Latvia	4	27	26–30 September
11/032	Police cooperation and Schengen	Slovakia	4	27	26–30 September
11/037	Training for SIRENE officers (advanced)	Malta	4	40	26–30 September
11/009	Nature and environmental crime	Italy	4	27	27–30 September
11/054	Quality management systems	Lithuania	4	27	27–30 September
11/078	Train the trainers — step 2	Germany	4	27	27–30 September
11/004	Counterterrorism (strategic)	UK	12	27	3–14 October
11/070	Language development: instruments and systems of European police cooperation (French)	France IPCD	20	20	3–21 October
11/087	Schengen evaluation (pilot)	France ENSP	4	27	3–7 October
11/018	North-east European organised crime organisations — OCTA related	Germany	4	27	10–14 October
11/047	Future crime trends — presidency conference	Poland	3	100	10–12 October
11/088	Training for national European funding officers	France IPCD	4	27	11–14 October
11/007	Fighting corruption	Austria	4	27	17–21 October
11/052	SPOPCOP — Senior police officer planning and command course for crisis management	Italy	20	27	17 October to 4 November
11/062	High-tech and cybercrime	Slovenia	4	27	18–21 October
11/095	Social media and policing	CEPOL Portugal	4	25	24–28 October

Reference	Activity Title	Organiser(s)	No. of Training Days	No. of Participants	Dates
11/068	Language development: instruments and systems of European police cooperation (English)	UK	20	27	7–25 November
11/006	Airport security	Netherlands	4	27	8–11 November
11/033	Police cooperation and the Prüm Treaty	Lithuania	4	27	8–11 November
11/057	Disasters of a large scale — EU guidelines	Germany	4	27	14–18 November
11/072	Language development: instruments and systems of European police cooperation (Spanish)	Spain	20	20	14 November to 2 December
11/089	Conference on urban violence	France ENSP	4	40	15–18 November
11/014	Firearms trafficking	Czech Republic	4	27	22–25 November
11/016	Fighting against drugs	Bulgaria	4	27	22–25 November
11/051	TOPSPOC — Top senior police officers: the Stockholm programme (4)	Estonia	4	27	28 November to 2 December
11/055	Crime intelligence risk assessment and intelligence-led policing	Germany	4	27	28 November to 2 December
11/104	Kynopol seminar for heads of dog-handling centres	CEPOL France	4	27	28 November to 1 December
11/098	European arrest warrant	CEPOL UK	3	27	29 November to 1 December
11/099	Crime against cultural heritage	CEPOL Italy	4	27	29 November to 2 December
11/101	Training for police medical experts and psychologists	CEPOL UK	2	27	29–30 November
11/102	Counterfeit medicines	CEPOL Ireland	4	27	29 November to 1 December
11/105	Money-laundering and asset confiscation	CEPOL UK	3	45	5–7 December
11/020	Public order — security during summits	Belgium	4	27	5–9 December
11/029	International police cooperation — step 3	France ENSP	5	25	5–9 December
11/097	Informant management course	CEPOL Estonia	4	27	5–9 December
11/092	Joint investigation teams	CEPOL Greece	4	27	12–16 December

Annex 2

GOVERNING BOARD DECISIONS

2/2011/GB   Adopting the budget for the financial year 2011

3/2011/GB   Adopting the preliminary work programme 2012

4/2011/GB   Adopting the estimate of revenues and expenditures for the financial year 2012

5/2011/GB   Adopting the staff establishment plan 2012

6/2011/GB   Adopting the multiannual staff policy plan 2012–14

7/2011/GB   Adopting the work programme 2011

8/2011/GB   Adopting the internal control standards

9/2011/GB   Adopting the five-year report of the European Police College

10/2011/GB   Adopting the annual report 2010

11/2011/GB   Amending Decision 30/2006/GB of the Governing Board of the European Police College laying down administrative roles, commitments and guidelines for its courses and seminars

12/2011/GB   Written procedure for the participation of EU police officers to two courses organised by the Russian Ministry of the Interior

14/2011/GB   Written procedure for the joint organisation of a training seminar together with the European Agency for Fundamental Rights (FRA)

15/2011/GB   Establishing the analysis and assessment of the Authorising Officer's 2010 annual activity report

16/2011/GB   Opinion of the Governing Board on final accounts 2010

17/2011/GB   Amending Decision 30/2006/GB of the Governing Board of the European Police College laying down administrative rules, commitments and guidelines for its courses and seminars

18/2011/GB   Approving the appointment of two members of the Working Group on Learning and amending Decision 10/2007/GB of the Governing Board of the European Police College

19/2011/GB   Adopting the content description of the online learning module cybercrime

20/2011/GB   Adopting the content description of the online learning module Schengen

21/2011/GB	Adopting the content description of the online learning module gender-based violence
22/2011/GB	Approving the meeting calendar for the second half of 2011
23/2011/GB	Amending CEPOL's external relations policy
24/2011/GB	Rationalising CEPOL activities and repealing Decision 10/2007/GB
25/2011/GB	Enacting the mandate of the Director to establish and implement the grant application procedure and to conclude CEPOL framework partnership and grant agreements and repealing Governing Board Decision 26/2010/GB
26/2011/GB	Changing the remit of the Annual Programme Committee and amending Decision 10/2007/GB of the Governing Board of the European Police College
27/2010/GB	Approving the cooperation agreement between CEPOL and the Academy of the Ministry of the Interior of Georgia
28/2011/GB	Adopting the financial regulation and repealing Decision 22/2006/GB
29/2011/GB	Adopting the general implementing provisions on the procedures governing the engagement and use of contract staff at CEPOL
30/2011/GB	Appointing an acting accounting officer
31/2011/GB	Adopting the European Police College's updated (multiannual) strategy plan 2010–14 and amending Decision 43/2010/GB
32/2011/GB	On functioning of Working Groups
33/2011/GB	Concerning its rules of procedures, and repealing and replacing Decision 8/2006/GB of the Governing Board of the European Police College
34/2011/GB	Adopting the European Police College's key performance and performance indicators 2012
35/2011/GB	Adopting the budget for the financial year 2012
36/2011/GB	Adopting the work programme 2012

Annex 3

GOVERNANCE AND NETWORK MEETINGS

Meeting (in date order)	Place	Dates
21st Working Group on Learning	UK	5–7 January
15th Research Bulletin editorial	France	11 & 12–14 January
National contact points	Hungary	2–3 February
19th Training and Research Committee	Romania	2–4 February
20th Budget and Administration Committee and national contact points	Hungary	3 February
15th External Relations Working Group	Poland	10–11 February
22nd Strategy Committee	UK	22 February
23rd Governing Board (Extraordinary)	UK	23 February
24th Governing Board	Hungary	9–10 March
2nd Common Curricula Working Group	Romania	21–22 March
20th Annual Programme Committee	Malta	29–30 March
16th Research Bulletin Editorial	Lithuania	26 & 27–29 April
22nd Working Group on Learning	Italy	27–29 April
20th Training and Research Committee	Vienna	9–11 May
21st Budget and Administration Committee	Hungary	12 May
23rd Strategy Committee	Hungary	25 May
25th Governing Board	Hungary	14–15 June
Presidency handover (Hungary–Poland)	Hungary	16 June
3rd Common Curricula Working Group	Italy	20–21 June
16th External Relations Working Group	Estonia	7–8 July
Annual Programme Committee evaluation	UK	6–7 September
23rd Working Group on Learning	Hungary	7–9 September
Research and science correspondents	Estonia	7–9 September
National common curricula coordinators	France	12–13 September
17th Research and Science Bulletin editorial	UK	14–16 September
Project group for rationalisation of CEPOL activities	UK	14–16 September
22nd Budget and Administration Committee	Poland	21 September
21st Training and Research Committee	Portugal	28–29 September
24th Strategy Committee	UK	5 October
26th Governing Board	Poland	25–26 October
17th External Relations Working Group	Romania	7–8 November
3rd e-net managers	UK	8–9 November
21st Annual Programme Committee	France	8–9 November
4th Common Curricula Working Group	UK	28–29 November
Presidency handover (Poland–Denmark)	Poland	8 December