



**COUNCIL OF  
THE EUROPEAN UNION**

**Brussels, 18 October 2010**

**15068/10**

**ENFOPOL 293**

**NOTE**

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From: CEPOL  
To: Law Enforcement Working Party / CATS  
Subject: CEPOL Strategy

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Delegations will find attached the CEPOL Strategy and balanced scorecard which was adopted by the CEPOL Governing Board on 30 September 2010.

DECISION 43/2010/GB  
OF THE GOVERNING BOARD OF THE EUROPEAN POLICE COLLEGE  
**ADOPTING THE**  
**CEPOL STRATEGY AND BALANCED SCORECARD**

Adopted by the Governing Board  
on 30 September 2010

THE GOVERNING BOARD,

Having regard to Council Decision 2005/681/JHA of 20 September 2005 establishing the European Police College (CEPOL) <sup>(1)</sup>, and in particular Articles 1(3), 6 and 7 thereof;

Having regard to the proposal of the Strategy Committee, submitted by Belgium <sup>(2)</sup>;

Having regard to the decision of the Governing Board <sup>(3)</sup>.

HAS ADOPTED the CEPOL Strategy and Balanced Scorecard as detailed in the Annex to this Decision.

Done at Ghent, 30 September 2010

*For the Governing Board*

*Jean-Marie Van Branteghem*  
*Chair of the Governing Board*

*po Eddy Muylaert*

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<sup>(1)</sup> OJ L 256, 1.10.2005, p. 63.

<sup>(2)</sup> 20th meeting of the Strategy Committee item 5

<sup>(3)</sup> 21st meeting of the Governing Board item 5

## **Qualitative Education Qualitative Thinking**

### **Strategy Proposal**

Our ability to meet new security challenges in the field of justice and home affairs and to tackle the threat of transnational crime will in many ways determine the future of Europe.

The dynamism of EU agencies (Europol, FRONTEX, and EUROJUST) invites CEPOL to keep abreast with them and support their crime fighting efforts.

The enforcement of the Lisbon Treaty (LT) and the commencement of the Stockholm Program (SP) action plan are additional determining triggers for innovation through CEPOL.

The coming years will be marked by increasing expectations of European police education in the evolving arena of international law enforcement cooperation. Building European Training Schemes is one aim which will result in change from quantitative to qualitative thinking in teaching and learning. Aligned with this trend CEPOL has to have a commonly developed and clearly articulated strategy.

The thoughts beyond the front page present our comprehensive strategic vision; where we would like to see CEPOL in 5 years and how these strategic aims could be achieved.

**According with our faith in CEPOL's network, it will function as a European law enforcement education centre and knowledge base at the highest level of international excellence**

**CEPOL Secretariat**

## **Introduction**

In the globalised world, the European Union is facing increased security challenges that require joint EU responses based on effective police cooperation, professionalism and responsibility, towards the security and freedom of European citizens. Our ability to meet these new challenges in the field of justice and home affairs, to tackle the threat of transnational as well as international and organised crime will have significant influence on the future of Europe.

The European Union has been developing its world class judicial and law enforcement organisations in the context of freedom, security and justice. Europol, EUROJUST and FRONTEX are demonstrating extraordinary professionalism, knowledge and skills, complementing their human capability with the application of high level technology. The ambitious strategies, crime fighting efforts and dynamism of these EU agencies are strongly supported by the CEPOL network's provision of training and learning activities, enabling them to keep abreast with current crime fighting efforts.

The enforcement of the Lisbon Treaty (LT) and the commencement of the Stockholm Program (SP) are determining triggers for innovation through CEPOL. The ongoing EU structural changes, along with the promotion of effective implementation of the SP (such as the development of an internal security strategy, the evolvement of a joint law enforcement culture and the requirement of EU related training for police and border agents) impact on CEPOL both strategically and operationally. In particular it highlights the necessity of high standards for EU related police training.

The coming years will be marked by increasing expectations of European police education in the evolving arena of international law enforcement cooperation. Additionally, rapid development in information and communication technologies fosters further innovation of a common, useable platform for CEPOL, for national training institutions to work collaboratively and create synergies. It is of paramount importance to take advantage of cutting edge technological opportunities and capitalise on the benefits through close collaboration.

Building a qualitative educational culture is a must, resulting in the change from quantitative to qualitative thinking in teaching and learning. To reach these ambitious goals, CEPOL has to have a commonly developed and clearly articulated strategy.

**1. Mission:**

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

**2. Vision:**

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

**3. Values:**

- **Primary Source of Knowledge**
- **Respect for Diversity**
- **Faith in justice and policing**

**4. Guiding principles:**

**4.1. Quality of Learning**

- quality and depth of provision across all subjects
- qualified teachers, trainers, lecturers and tutors
- committed, self-directed life-long learners
- cutting-edge technology
- close interactive relationship between learning, science, and research
- the place of CEPOL within the broader academic community
- the encouragement of a questioning spirit
- qualitative exchange experience for students, teachers, trainers, tutors and associates through networking

#### **4.2. CEPOL's Relationship with EU Law Enforcement Society**

- the widest possible institutional and individual access to the CEPOL's knowledge base and learning system
- contribution to a more effective crime fighting through the pursuit, dissemination, and application of knowledge
- concern for sustainable relationships with the law enforcement environment

#### **4.3. CEPOL's Relationship with Stakeholders**

- EU member states through the Council of the European Union e.g. Council Standing Committee on Internal Security (COSI ) and the Governing Board, Commission, Parliament, Commission and Police Chief's TF are considered as primary bodies
- the relationship between CEPOL and the national training institutions is fundamental to the nature of networking
- essential elements of successful collaboration through coordination with Europol, FRONTEX and EUROJUST

#### **4.4. Towards CEPOL's Staff and Associates**

- rewarding and recognising CEPOL staff and associates as its greatest asset
- encouraging the development of all professionals working with CEPOL

5. Strategic goals and objectives 2010 – 2014:

<p><b>Goal 1: The CEPOL network functions as a European law enforcement education platform on the highest level of international excellence</b></p>	
<ul style="list-style-type: none"> <li>■ CEPOL has enjoyed a number of successful years in existence, has built up its network, developed cooperation and is operating professionally. To further build on these great achievements CEPOL will innovate, motivate and educate within a holistic learning system. In accord with the declared vision, CEPOL’s network will be developed as a European law enforcement learning platform, coupled with a knowledge base at the highest level of international excellence. In order to achieve this ambitious target it is a necessary pre-condition to further improve the CEPOL network.</li> </ul>	
<p><b>Strategic Objectives</b></p>	
<p><b>1.1</b></p>	<p><b><i>Delivering quality training courses on specific subjects. Training Senior Police Officers and middle-ranking police officers, Senior Police Officers and middle-ranking police officers in the field and police officers in the field, with regard to cross-border cooperation between police forces in Europe. To assist in setting up appropriate advanced training programs.</i></b></p> <p><b><i>Promoting the effective implementation of the Stockholm Program via training.</i></b></p>
<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>■ Training to be delivered on: <ul style="list-style-type: none"> <li>○ the new EU internal security strategy</li> <li>○ training on joint security culture</li> <li>○ integrated security,</li> <li>○ integrated border management</li> <li>○ police cooperation, counter terrorism, Europol, Police ethics and prevention of corruption, Domestic Abuse, THB, Money Laundering, Trafficking of Drugs, Management of Diversity and Civilian Crises Management, Child Abuse in Cyberspace, Human Rights.</li> </ul> </li> <li>■ Training activity to be coordinated with: <ul style="list-style-type: none"> <li>○ Coordination mechanism to be in place in the form of a tetragon (Europol, FRONTEX, EUROJUST and CEPOL)</li> </ul> </li> </ul>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>■ SP: added value to constructing the new security architecture</li> <li>■ SP: increased awareness and understanding of approaching developments</li> <li>■ SP: expeditious adoption of European security values, habits and attitudes</li> <li>■ enhanced knowledge on specific area</li> <li>■ enhanced networking among specialists</li> <li>■ unified interpretation of definitions</li> <li>■ broader picture and update on international practices</li> <li>■ SP: avoided overlapping activity</li> <li>■ SP: sources are used more effectively</li> <li>■ SP: unified approaches and interpretations</li> </ul>



1.2	<b><i>Delivering training for senior leaders in order to enhance their European competence; assist them in strategy planning and realisation of strategic decisions on EU level</i></b>
<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>■ Training to be provided in strategic management and leadership</li> <li>■ Modules to be revised, reconsidered and updated regularly</li> <li>■ New elements inspired by the Stockholm Program and Lisbon Treaty: <ul style="list-style-type: none"> <li>○ strategic analysis and strategy planning on a EU level (EU dimension)</li> <li>○ linking policy, internal security strategy and national interest</li> <li>○ strategic aspects of EU Neighbourhood Policy (Eastern Partnership) and participation in civilian crises prevention and management</li> <li>○ integrated security in the EU</li> </ul> </li> <li>■ coordinated training activity with: <ul style="list-style-type: none"> <li>○ Coordination mechanism to be in place in the form of a tetragon (Europol, FRONTEX, EUROJUST and CEPOL)</li> </ul> </li> <li>■ Euromed II or similar future projects in the neighbourhood <ul style="list-style-type: none"> <li>○ Capacity building assistance</li> </ul> </li> </ul>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>■ SP: increased EU's strategic awareness</li> <li>■ enhanced knowledge</li> <li>■ deeper understanding of "why"</li> <li>■ SP: positive attitude towards community issues (European dimension)</li> <li>■ SP: unified approaches to realization of strategic decisions (European dimension)</li> <li>■ SP: actions are coordinated</li> <li>■ SP: more effective use of sources</li> <li>■ SP: unified approaches and interpretations</li> <li>■ SP: assistance to upgrade to good European practices</li> </ul>
1.3	<b><i>Exchange programmes as an essential element of learning promotes, facilitates and develops cooperation</i></b>
<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>■ AGIS/ISEC to be completed by the end of 2010</li> <li>■ New Exchange Programme to be developed</li> <li>■ New Exchange Programme to be implemented between 2011 - 2014</li> <li>■ Cooperation and synergies with Europol &amp; FRONTEX to be realized</li> </ul>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>■ SP: <ul style="list-style-type: none"> <li>○ Increased and deepened cooperation</li> <li>○ Confidence building by increasing mutual understanding and personal relationships</li> <li>○ Enhanced professional networks in specific topics</li> <li>○ Exchange of knowledge, experience and best practice (training &amp; police cooperation)</li> </ul> </li> </ul>

1.4	<b><i>Common curricula contribute to the preparation of harmonised training programs in accord with EU standards</i></b>	
<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>■ emphasis to be given on implementation of the “10” by introduction and monitoring</li> <li>■ feasibility studies and modelling prior to the development of common curricula to be carried out</li> <li>■ Developing alternative common curricula for police and border officers (EU related) in response to the Stockholm Programme</li> <li>■</li> <li>■</li> </ul>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>■ SP: application of common curricula by national training institutions</li> <li>■ prevention of non applicability or unfeasibility</li> <li>■ SP: training to be delivered to the targeted groups</li> </ul>	
1.5	<b><i>Developing further and easier access to e-learning systems</i></b>	
<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>■ Learning Management System (LMS) to be further developed</li> <li>■ Completion and implementation of agreed modules such as: <ul style="list-style-type: none"> <li>○ Europol</li> <li>○ Prüm Treaty</li> <li>○ Language</li> <li>○ Moving forward marked by defined milestones</li> <li>○ Schengen Information System</li> <li>○ Cyber crime</li> <li>○ Train the Trainer</li> <li>○ Quality Training Standards Q13</li> </ul> </li> <li>■ Continued evaluation of the progress → adjustments based on gained experience → long term vision</li> <li>■ Correlation with science and research → cooperation and coordination mechanism within CEPOL components and in external dimensions to be enhanced</li> </ul>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>■ SP: enhanced e-learning culture to be the norm</li> <li>■ Enabling delivery of ICT learning tools and supporting CEPOL activities</li> <li>■ Broadening learning methodology</li> <li>■ Increased options offered to learners</li> <li>■ Individual demands to be considered</li> <li>■ Increased number of learners to be trained</li> <li>■ Easier individual knowledge management and life-long learning</li> <li>■ enhanced digital literacy and skills</li> </ul>	

1.6	<i>Quality learning shall be the acknowledged ethos of CEPOL's reputation and prestige</i>
<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>■ CEPOL's learning methodologies and qualifications shall be recognised and valued in the EU <ul style="list-style-type: none"> <li>○ Train the trainer course as a CEPOL flagship course</li> <li>○ A certified modular course in International Police Cooperation as a joint project to be developed and implemented (Pilot Project)</li> <li>○ Lessons learnt and increased numbers of certified courses encompassing EU dimensions</li> <li>○ Qualified curricula and subjects will develop deeper insight in learners</li> </ul> </li> <li>■ Qualified teachers, coaches, trainers and tutors present high quality teaching and learning <ul style="list-style-type: none"> <li>○ Foundation of the status of qualified teachers, trainers and tutors</li> <li>○ Elaboration of process of qualification, certification and registration</li> <li>○ Establishment and maintenance of European Teacher's pool</li> <li>○ To enhance qualitative evolution of competency</li> <li>○ Broadening access to knowledge sources for all teaching staff</li> </ul> </li> <li>■ Self-directed, lifelong learners focusing on a broader European view will share and disseminate knowledge <ul style="list-style-type: none"> <li>○ Promote the development of lifelong learning</li> <li>○ Introduction of assessments for receiving CEPOL certificates</li> </ul> </li> <li>■ Evolving learning environment to be the standard</li> <li>■ Easing access to knowledge sources</li> <li>■ Diverse learning systems to be offered</li> </ul>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>■ Better motivated human factor</li> <li>■ Increased acknowledgement, reputation and respect for CEPOL certificates</li> <li>■ Enhanced competency of teaching staff within police academies</li> <li>■ Appearance of Euro-elite law enforcement</li> <li>■ Graduates of CEPOL will be able to go on to work in a range of senior professions in some of the most prestigious EU agencies, organizations, missions and projects</li> <li>■ Adoption of more elements of the Bologna process</li> <li>■ Applicable and competent knowledge to be delivered</li> <li>■ Greater transparency</li> <li>■ Evolving learning/teaching competencies</li> <li>■ Increased acknowledgement</li> <li>■ Better human resources management on EU level</li> <li>■ Upgraded competency of lecturers</li> </ul>

<b>Goal 2: CEPOL will be developed into a European law enforcement knowledge base</b>	
<ul style="list-style-type: none"> <li>■ Under CEPOL’s umbrella a stimulating intellectual environment will be maintained. It is populated by senior law enforcement officers, teachers, lecturers, trainers, researchers. It also contains applicable research projects, training, conferences, seminars, exchange programmes, e-library, forums (conventional and virtual) for sharing achievements and best practice. Police knowledge must have a source and this source cannot be elsewhere other than Police Science. European Police Science cannot be left homeless; it needs a home and this home shall be the CEPOL house.</li> </ul>	
<b>Strategic Objectives</b>	
<b>2.1</b>	<b><i>Broadening the knowledge base by continued development of the e-library</i></b>
<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>■ Promotion of the existence of the e-library within European law enforcement through a communication campaign</li> <li>■ Targeted invitations for placing publications in the e-library</li> <li>■ Tailored motivation of authors</li> <li>■ Regular dissemination of the list of publications among potential readers</li> <li>■ Consider procurement of e-books</li> <li>■ Visualising the long term function of e-library and developing a road map for further development</li> <li>■ Structural changes in line with quantitative &amp; qualitative developments</li> </ul>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>■ Increasing awareness</li> <li>■ Increasing number of publications</li> <li>■ Developed infrastructure</li> <li>■ Enhanced circle of readers, visitors</li> <li>■ More returning clients</li> <li>■ Wide-ranging application of publicised values</li> </ul>

2.2	<b><i>Orientation and facilitation of research, support to researchers and scientist.</i></b>	
<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>■ Project Group in the European Approach to Police Science to be supported</li> <li>■ Building up of the network of police/law enforcement research institutions to be continued</li> <li>■ Identification and creation of financial resources for supporting researchers and research to be continued</li> <li>■ Developing cooperation with private sector to be continued</li>   <li>■ To cooperate ESTRA</li> <li>■ Development of a thematic approach towards addressing European problems using research to assist <ul style="list-style-type: none"> <li>○ In conjunction with European Training Schemes</li> <li>○ In evolving law enforcement culture</li> </ul> </li> </ul>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>■ CEPOL shall be the driving force of Police Science and Research</li> <li>■ Developing a unifying European approach towards Police Science</li> <li>■ SP: developed European Training Schemes</li> <li>■ SP: Evolved European law enforcement culture</li> </ul>	
2.3	<b><i>Ensuring forums for debate, sharing of research findings and moderating interaction between senior practitioners and researchers</i></b>	
<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>■ Conferences, seminars and round tables to be organised <ul style="list-style-type: none"> <li>○ Police Science and Research Conferences</li> </ul> </li> <li>■ Printed publications to be issued <ul style="list-style-type: none"> <li>○ Research and Science Bulletin</li> <li>○ Others</li> </ul> </li> <li>■ Electronic publications to be issued <ul style="list-style-type: none"> <li>○ E-library</li> <li>○ Discussion forum</li> <li>○ Others</li> </ul> </li> </ul>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>■ SP: contribution to common problem solving</li> <li>■ Increased mutual understanding</li> <li>■ Increased awareness of cooperation</li> <li>■ Deepened cooperation</li> </ul>	

2.4	<b><i>Foundation and maintenance of European database of law enforcement researchers, scientists and research</i></b>
<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>■ Researchers data base to be founded <ul style="list-style-type: none"> <li>○ Elaboration of definition</li> <li>○ Criteria</li> <li>○ Access process</li> <li>○ Registration and update</li> <li>○ Access to database and data protection</li> </ul> </li> <li>■ Research database to be maintained <ul style="list-style-type: none"> <li>○ Elaboration of definition</li> <li>○ Criteria</li> <li>○ Registration process</li> <li>○ Registration and update</li> <li>○ Access to database and data protection</li> <li>○ Publication in e-library</li> </ul> </li> </ul>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>■ Building of a researcher’s community and network</li> <li>■ Creation of platforms for common interest and debates</li> <li>■ Facilitation and moderation of networking</li> <li>■ Increased opportunity for synergies</li> <li>■ Sharing researcher’s results</li> <li>■ Disseminated results, information collected, structured and made available</li> <li>■ System building</li> </ul>
2.5	<b><i>Communities and individuals with outstanding performance, excellent work in assisting or promoting European police education and science under CEPOL’s umbrella, will be honoured and acknowledged</i></b>
<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>■ Foundation of a CEPOL award and acknowledgement system to be elaborated, agreed and realized</li> </ul>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>■ Moral recognition put in practice</li> <li>■ Rewarded outstanding performances and excellence</li> <li>■ Stimulated motivation</li> <li>■ Wider CEPOL publicity and visibility achieved</li> </ul>

<b>Goal 3. External relations will be considered and dealt as corner stone of partnership</b>	
<ul style="list-style-type: none"> <li>■ 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. Partnership, equality, reliability, mutual interests and benefits are placed at the centre of cooperation. Looking at the circle of cooperation partners, different groups of countries, agencies, institutions and bodies can be listed. The aim is that CEPOL's external relations are tailored with different levels of flexibility for different groups of partners in a 'variable 'geometry'. The advantage of this model is that it recognises that certain groups have a different status quo, interests and concerns. All these manifest themselves in expectations which are outlined below.</li> </ul>	
<b>Strategic objectives</b>	
<b>3.1</b>	<b><i>Cooperation with EU Agencies and Bodies Remains the Priority</i></b>
<b>Outputs:</b> <ul style="list-style-type: none"> <li>■ Coordinated activities are maintained with Europol, FRONTEX, EUROJUST,</li> <li>■ Cooperation is kept alive and deepened with EMCDDA (European Monitoring Centre for Drugs and Drug Addiction), the ETF (European Training Foundation), CEDEFOP (European Centre for the Development of Vocational Training) and European Crime Prevention Network</li> </ul>	<b>Outcomes:</b> <ul style="list-style-type: none"> <li>■ Avoidance of duplication</li> <li>■ Synergies ensured</li> <li>■ Information exchange intensified</li> <li>■ Mutual assistance ensured</li> <li>■ Increased cost effectiveness</li> </ul>
<b>3.2</b>	<b><i>Associated States are Considered as the Closest Partners</i></b>
<b>Outputs:</b> <ul style="list-style-type: none"> <li>■ Iceland, Norway and Switzerland to be heavily involved in CEPOL cooperation</li> <li>■ Financial contribution and expenditure managed according to their special status</li> </ul>	<b>Outcomes:</b> <ul style="list-style-type: none"> <li>■ Unlimited access to all CEPOL programs provided</li> <li>■ Joint training and research enterprises realised</li> </ul>

3.3	<b><i>Assisting Candidate and Accession Countries, Neighbourhood Policy and Eastern Partnership</i></b>	
<b>Outputs:</b> <ul style="list-style-type: none"> <li>■ Assistance in upgrade of law enforcement and judicial systems, enhanced professional knowledge ensured via training modules</li> <li>■ Standards prevalent in the EU to be delivered by training and exchange of experience</li> <li>■ Preparedness of EU officials for civilian crises management is supported by common curriculum and training</li> </ul>	<b>Outcomes:</b> <ul style="list-style-type: none"> <li>■ SP: Candidate or potential candidate countries receive assistance in their capacity building</li> <li>■ SP: Accession efforts are supported by training and exchange of experience</li> <li>■ SP: Confidence building measures are complemented via learning programs</li> </ul>	
3.4	<b><i>Cooperation with Globally Significant Partners</i></b>	
<b>Outputs:</b> <ul style="list-style-type: none"> <li>■ North-America, Russia &amp; China</li> <li>■ AEPC</li> <li>■ Others</li> </ul>	<b>Outcomes:</b> <ul style="list-style-type: none"> <li>■ SP: Strategic partnership enhanced</li> <li>■ Good international practices are exchanged</li> <li>■ Europol cooperation complemented</li> <li>■ SP: Cooperation considered as confidence building measures between global players</li> </ul>	
3.5	<b><i>The multiple roles and interests of the private sector are used for deepening cooperation with the civil society</i></b>	
<b>Outcomes:</b> <ul style="list-style-type: none"> <li>■ Potential partners and donors for science and research programmes to be identified</li> <li>■ Potential partners and donors for conferences, seminars to be identified</li> </ul>	<b>Outcomes:</b> <ul style="list-style-type: none"> <li>■ Financial resources assisting science and researches are reinforced</li> <li>■ Via deepened cooperation, increased awareness and acknowledgement of CEPOL is achieved</li> </ul>	



<b>Goal 4: CEPOL will be lead and managed as a top-ranking innovative EU agency</b>	
<ul style="list-style-type: none"> <li>■ The constantly changing environment requires a flexible and appropriate response from CEPOL if the organisation wants to ensure that its services meet with stakeholder and client expectations, which are altered by new needs. To be an evolving agency requires the capability to respond to challenging issues constructively. Increasing expectations are stimulating the leadership, management, process and organisational innovation of CEPOL. Managing these changes is not an easy task, but surely possible by professional leadership and management, so that at the end good governance will be the main feature of organisational performance.</li> </ul>	
<b>Strategic Objectives</b>	
<b>4.1</b>	<b><i>Application of corporate leadership and management by the Governing Board</i></b>
<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>■ Visualising CEPOL’s future by adaptation and timely adjustment of a Strategic Plan (to be done)</li> <li>■ Responsibility for strategic decisions (to be done)</li> <li>■ Ensuring general functional conditions are established in regulatory, budgetary, human resources, structural, organisational, technical and educational areas (to be done)</li> <li>■ Commanding, supervising, monitoring organisational and individual performances (to be done)</li> <li>■ Establishing proper horizontal and vertical division of labour (to be ensured)</li> <li>■ Constructive cooperation with Director is in place</li> <li>■ Consensus and participative decision making</li> </ul>	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>■ Updated Strategy Plan</li> <li>■ Innovative and evolving organization</li> <li>■ Smooth operational activity ensured</li> <li>■ Rule of law</li> <li>■ Good governance: <ul style="list-style-type: none"> <li>○ Finely tuned decision making process</li> <li>○ Controlled implementation</li> <li>○ Results will meet the needs of MS/EU while making the best use of resources at their disposal.</li> </ul> </li> </ul>

4.2	<b><i>Application of devolved leadership and management between Director and the Secretariat team</i></b>	
<b>Outputs:</b> <ul style="list-style-type: none"> <li>■ Internal rules and regulations in force and implemented</li> <li>■ Division of labour vertically and horizontally, justified and realised</li> <li>■ Delegated freedom, responsibility and accountability to be in place</li> <li>■ Participative nature which is inclusive and equitable</li> </ul>		<b>Outcomes:</b> <ul style="list-style-type: none"> <li>■ SP: Increased effectiveness and efficiency</li> <li>■ Advantages taken from staff's competency, professionalism and integrity</li> <li>■ Success-orientated institutional culture evolved</li> </ul>
4.3	<b><i>In order to ensure functional discipline; creation and maintenance of an effective Internal Control System including an Audit Panel</i></b>	
<b>Outputs:</b> <ul style="list-style-type: none"> <li>■ Application of risk management put in practice</li> <li>■ Internal control system applied</li> <li>■ Audit Panel to be functional</li> </ul>		<b>Outcomes:</b> <ul style="list-style-type: none"> <li>■ SP: Increased effectiveness and efficiency</li> <li>■ Element of good governance - observance of rule of law be achieved</li> </ul>
4.4	<b><i>Managing human resources as the greatest assets of CEPOL</i></b>	
<b>Outputs:</b> <ul style="list-style-type: none"> <li>■ Designated development of human resources</li> <li>■ Transparent, competitive and competency centred appointments ensured</li> <li>■ Performance assessment based on learning culture in practice instead of a blame culture</li> <li>■ Opportunities for individual development of CEPOL's staff to be ensured</li> <li>■ Development of the Alumni relations to be established</li> </ul>		<b>Outcomes:</b> <ul style="list-style-type: none"> <li>■ Equal opportunities in building individual careers</li> <li>■ Capitalisation of human values</li> <li>■ Increasing professionalism</li> <li>■ Sustainable quality progress</li> <li>■ Enhanced alliance ethos and broader supporter circles</li> </ul>

4.5	<b><i>Budget management ensures implementation of Annual Work Program and contributes CEPOL's future innovation</i></b>	
<b>Outputs:</b> <ul style="list-style-type: none"> <li>■ Creative annual budget planning ensured</li> <li>■ Precise and disciplined implementation ensured <ul style="list-style-type: none"> <li>○ Accurate</li> <li>○ Timely</li> <li>○ Monitored</li> <li>○ Controlled</li> <li>○ Observing the Rule of Law</li> </ul> </li> <li>■ Innovative strategic planning will support CEPOL's evolution</li> </ul>		<b>Outcomes:</b> <ul style="list-style-type: none"> <li>■ Increased cost effectiveness</li> <li>■ Increased reliability</li> <li>■ Decreased irregularities</li> <li>■ Proportion between financial resources and professional ambitions</li> </ul>
4.6	<b><i>Secretariat provides appropriate administrative support for the proper function of all CEPOL components</i></b>	
<b>Outputs:</b> <ul style="list-style-type: none"> <li>■ The Secretariat will act in a service-orientated manner <ul style="list-style-type: none"> <li>○ Proactivity</li> <li>○ Professionalism</li> <li>○ Loyalty</li> <li>○ Cooperation and Coordination</li> </ul> </li> </ul>		<b>Outcomes:</b> <ul style="list-style-type: none"> <li>■ Qualitative services to be delivered</li> <li>■ Increased effectiveness</li> <li>■ High level customer satisfaction achieved</li> <li>■ Successful and acknowledged administrative personnel</li> </ul>
4.7	<b><i>Stakeholder Relations and Internal Communication</i></b>	
<b>Outputs:</b> <ul style="list-style-type: none"> <li>■ Primacy of ownership: MS and national institutions acknowledged</li> <li>■ Parliament and Commission relationships properly channelled</li> <li>■ Dynamic dialogue to be maintained</li> <li>■ Identification of expectations/ needs to be carried out</li> <li>■ Transparency ensured</li> <li>■ Internal communication to be further developed and intensified <ul style="list-style-type: none"> <li>○ Sharing information swiftly, efficiently and securely</li> <li>○ Communicating core aims/values</li> </ul> </li> </ul>		<b>Outcomes:</b> <ul style="list-style-type: none"> <li>■ Value added cooperation</li> <li>■ Partnership</li> <li>■ Mutual benefits</li> <li>■ Division of responsibility and labour</li> <li>■ Constructivism</li> <li>■ Problem solving</li> </ul>

<b>4.8</b>	<b><i>Public Relations and Cooperation with The Civil Society</i></b>	
	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>■ Cooperation with civil society to be the norm <ul style="list-style-type: none"> <li>○ NGOs</li> <li>○ Think-thank</li> <li>○ Civil foundations</li> <li>○ Private sector such as: <ul style="list-style-type: none"> <li>➢ Car makers</li> <li>➢ Banks</li> <li>➢ Credit card industry</li> <li>➢ Tobacco industry</li> </ul> </li> </ul> </li> <li>■ Pro-active media relations to be maintained <ul style="list-style-type: none"> <li>○ Long-term focus</li> <li>○ Clear, Concise, Consistent messages (3 C's)</li> <li>○ Clearly articulated values, goals</li> <li>○ Comprehensive, pervasive methods</li> </ul> </li> </ul>	<p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>■ Enhanced transparency</li> <li>■ Improved feedback</li> <li>■ Enhanced cooperation network</li> <li>■ More available resources are</li> <li>■ Increased visibility</li> <li>■ Increased public awareness</li> <li>■ Increased social support and acknowledgement</li> </ul>

## 6. Road Map Milestones by Annual Work Program 2010 – 2014

- **Strategic Goals → Strategic Objectives → Outputs → Outcomes**
- **Annual Work Program → Strategic Objectives reflected & further detailed**
- **Measurement of performance → qualitative & quantitative performance indicators → Feedback & achievements →**
  - adjustments of Strategic Goals, Objectives
  - or adjustments of Outputs