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Implementing the Europol Strategy

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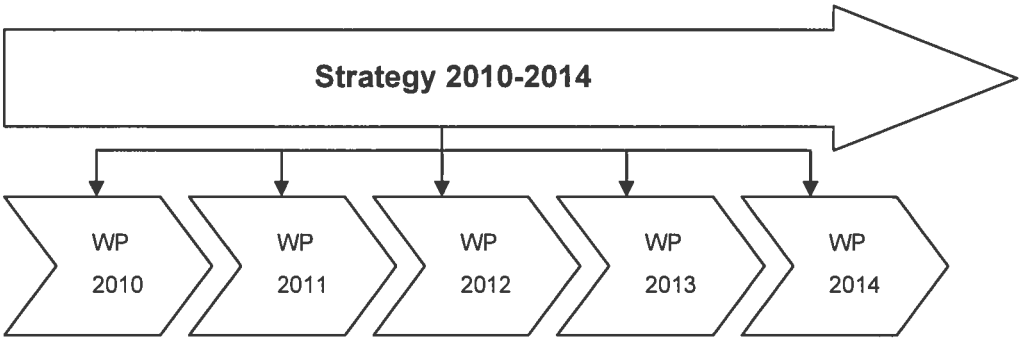
1. Introduction

This document describes on a high level *how* the Strategy 2010-2014 will be:

- implemented in 2010 through the annual Work Programme (WP2010)
- broadly implemented in 2011 and onwards
- monitored by Europol's stakeholders using Key Performance Indicators.

We will achieve each of our four goals over the next five years by working towards the 13 multi-annual strategic objectives, each of which implements different aspects of the overall goal.

The strategic objectives will be translated and further detailed into annual objectives for each calendar year in Europol's annual Work Programmes.



Extensive consultation with stakeholders has generated the necessary elements for detailed planning. The links between the strategic objectives of the draft Strategy and annual objectives in the WP2010 have been verified and the work on elaborating WP2011 initiated, which will detail how Europol will achieve the Strategy in 2011.

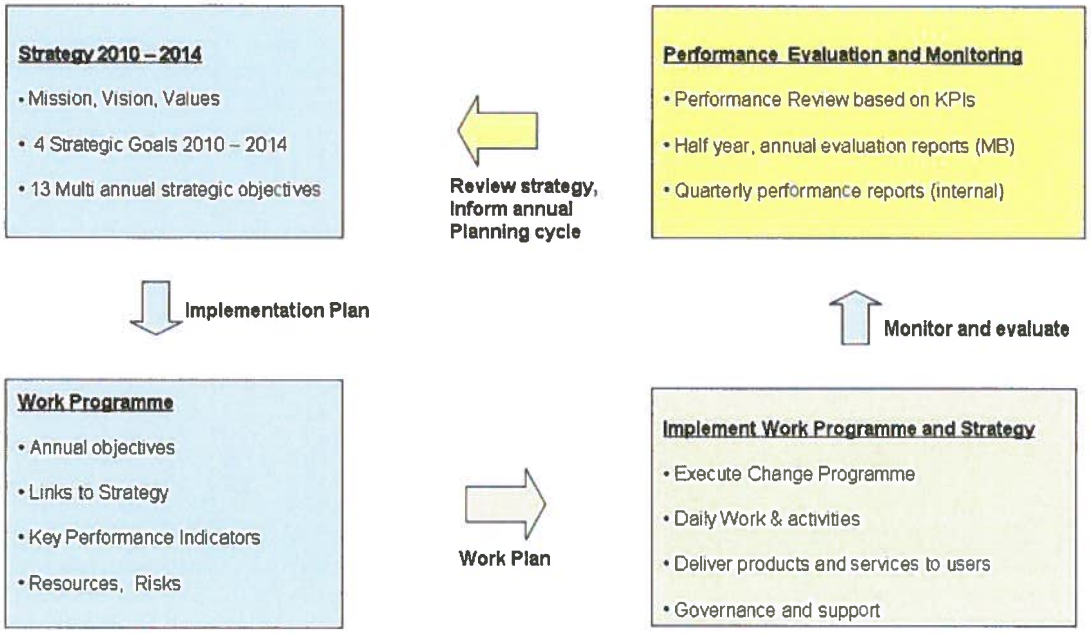
2. Monitoring the Strategy

Implementation of the Strategy will be monitored via Key Performance Indicators (KPIs) identified in the annual Work Programme. Progress will be evaluated and reported on a quarterly basis within Europol and twice per year to the Management Board (the six-month evaluation report and end of year evaluation report). Regular performance reporting will enable Europol's management and its governing bodies to assess progress and adjust the strategic direction when necessary.

In chapter 3 of this document each of the 13 objectives is linked to multiannual KPIs which will measure performance towards the objective. For each KPI, a short term target to be reached for 2010 as well as a long term target (2014) is also included. All increases will be calculated against 2009 baseline measurements where possible.

Europol's performance management framework provides the necessary mechanisms to measure, report and monitor the planned implementation of the Strategy. The framework includes support for definition of KPIs, performance measurement processes, analysis and principles for reporting progress.

Figure 1: Europol's planning & performance management cycle



3. Implementing the Strategy

Goal 1:	Europol will function as the principal EU support centre for law enforcement operations

Objective 1.1	Ensure effective delivery of a unique set of operational support services

Key Performance Indicator	Responsible for achieving target	2010 Target	2014 Target
i. User satisfaction with operational support (average rating[1])	HQ	7.5	8.5
ii. No. of cases initiated at Europol (staff and Liaison Officers)	HQ/MS	10% increase	50% increase
iii. Number of successful operational outcomes in MS supported by Europol	HQ	TBD	TBD
Baselines	i. No baseline, but targets based on previous surveys, ii. Number of cases initiated baseline will be based on 2010 Q1 SIENA statistics, iii. To be established when operational centre is fully operational		

2010 Key Activities

- Deployment of the first generation of Europol's 24/7 capability
- Implementation of an improved 'mobile office' solution
- Development of structures and policies to provide enhanced regional support to Member States
- Development of structures and policies to improve the tasking and coordination of Europol's information and other operational capabilities
- Strengthening of Europol's financial intelligence and cyber crime capabilities

Work Programme 2010 references

Objective 2.1: Enhance analytical support to Member States and partners by improving the quality and timeliness of AWF output

Objective 4.1: Provide enhanced operational support to Member States and partners

Objective 5.10: Improve value for money in Europol's service delivery

2011 onwards

Europol's operational services will be strengthened through the further development of its 24/7 centre, the full horizontal integration of its financial intelligence and other capabilities, the establishment of a strong Cyber Crime Centre at Europol, and the development of a functional data-matching capability.

[1] Rating scale is in accordance with methodology of the Europol Client Survey. Score is out of 10.

Objective 1.2	Enhance the coordination of operational action in the EU

Key Performance Indicator	Responsible for achieving target	2010 Target	2014 Target
i. Number of regional projects/platforms supported by Europol	HQ/MS	4	TBD
ii. Number of JITs supported by Europol	HQ/MS	5	10
Baseline	i. 3 in 2009, ii. 5 JITs in 2009		

2010 Key activities

- Development of structures and policies to improve the tasking and coordination of Europol's information and other operational capabilities
- Reinforcement of Liaison Bureaus functionality as a key component of new 24/7 centre (with advice of HENUs)
- Establishment of Europol's role in new EU Internal Security Architecture

Work Programme 2010 references

Objective 4.1: Provide enhanced operational support to MS and partners

Objective 5.3: Develop more effective horizontal cooperation with the relevant EU agencies and bodies and with relevant international organisations

2011 onwards

Europol's position in the new EU Internal Security Architecture will be consolidated, including through performing an enhanced role to support the COSPOL (or similar) initiatives. Cooperation with key external partners will become more structured and productive, including through the realisation of an increased number of joint actions.

Objective 1.3	Develop more effective cooperation with external partners

Key Performance Indicator		Responsible for achieving target	2010 Target	2014 Target
Overall exchange of information between Europol and external partners		HQ/external partners	25% increase	50% increase
Baseline	Targets based on Info-ex statistics, to be updated based on Q1 2010 SIENA statistics			

2010 Key activities

- Establishment of joint operational plans with key external partners
- Management Board adoption of revised External Strategy for Europol
- Enhancement of internal arrangements to proactively manage external cooperation issues
- Development of structures and policies to manage new partnership opportunities with private sector

Work Programme 2010 references

5.3 Develop more effective horizontal cooperation with the relevant EU agencies and bodies and with relevant international organisations

5.7 Optimise cooperation with Third States and partner organisations in accordance with the operational needs and EU priorities

2011 onwards

By 2011 a more positive climate of cooperation will be established between Europol and its key partners in the EU and beyond. This will form the basis of increased operational collaboration, for the benefit of Member States, in the following years. Cooperation with the private sector will become an established part of Europol's work during 2011 and beyond.

Goal 2: Europol will become the EU criminal information hub

Objective 2.1	Lead development of ECIM and promote its principles

Key Performance Indicator	Responsible for achieving target	2010 Target	2014 Target
Percentage of Member States' contributions that fully meet the new EU Intelligence Requirement	MS	70%	95%
Baseline	50% (based on assessment by OCTA team December 2009)		

2010 Key activities

- Development of new EU Information Requirement
- Development of new structures and policies to promote the horizontal integration of financial intelligence capabilities
- Establishment of a process (with HENUs) to proactively target the 'Top 100' networks in the EU

Work Programme 2010 references

Objective 3.1: Lead by example in the EU Law Enforcement Community by embedding the principles of Intelligence Led Law Enforcement

Objective 3.2: Maximise quality, relevance and timeliness of strategic products including OCTA and TE-SAT

2011 onwards

In 2011 Europol will establish a database of the "Top 100" criminal networks as the basis for joint operational action.

In 2011 and beyond, the ECIM will become the established methodology at the heart of the new EU internal security architecture.

Objective 2.2	Improve analysis capability of Europol

Key Performance Indicator		Responsible for achieving target	2010 Target	2014 Target
User satisfaction with analytical reports (average rating[2])		HQ	8.0	9.0
Baseline	No standardised baseline. Target based on results of past individual surveys (2004 and 2005)			

2010 Key activities

- Improvement of the OCTA process and methodology
- Review of AWF concept and development of common standards
- Rationalisation of strategic assessment capability, producing standard products
- Further integration of analytical resources in Europol's operational work
- Establish a process to increase the number of law enforcement users of AWFs

Work Programme 2010 references

Objective 2.1: Enhance analytical support by improving quality and timeliness of AWF output

Objective 3.1: Lead by example in the EU Law Enforcement Community by embedding the principles of Intelligence Led Law Enforcement

Objective 3.2: Maximise quality, relevance and timeliness of strategic products including OCTA and TE-SAT

2011 onwards

From 2011, an improved OCTA will lead to more actionable findings and establish its place as a key tool supporting decision makers at EU and national level. Further development of thematic and regional assessments will culminate in environmental scanning capabilities and the delivery of "early warning" reports about new threats to Member States in order to facilitate proactive measures.

[2] Rating scale is in accordance with methodology of the Europol Client Survey. Score is out of 10

Objective 2.3	Strengthen the information management capabilities of Europol

Key Performance Indicator	Responsible for achieving target	2010 Target	2014 Target
i. IS searches by MS	MS	25% increase	125+% increase
ii. Total number of cross border crime checks	MS	25% increase	125+% increase
iii. Overall number of SIENA messages exchanged (MS and Europol)	HQ/MS	15% increase	75% increase
iv. Number of objects in the Information System	MS/HQ	25% increase	150% increase
Baseline	i.131,576 (end of 2009) ii. 242 CBCC events (end of 2009), iii. Targets based on Info-ex need to be revised based on Q1 2010 SIENA statistics. iv. 135,489 (end of 2009)		

2010 Key activities

- Improvements to system interoperability within Europol and between Europol, Member States and partners
- Business case for handling bulk data
- Further implementation and development of SIENA, including SIENA feeding Europol Analysis System and Information System
- Technical development of Europol Platform for Experts
- Business case for aligning accreditation level to Member States needs

Work Programme 2010 references

Objective 1.1: Provide the appropriate technical solutions for information exchange and storage, including the further improvement of the IS and SIENA and specialised solutions when necessary

Objective 1.2: Implement measures to become the preferred channel of choice for information exchange

2011 onwards

Enhanced interoperability will make the provision and exchange of information for Member States and partners easier. Further technical information management developments will enable Member States to derive greater value from their usage of Europol systems. Extended access to Europol will be granted through further development of SIENA and Member States will be ensured easy access to expert knowledge and solutions for processing biometric data.

Goal 3: Europol will expand its capabilities as an EU centre for law enforcement expertise

Objective 3.1	Pioneer new techniques to prevent and combat international serious crime and terrorism

Key Performance Indicator	Responsible for achieving target	2010 Target	2014 Target
Stakeholder satisfaction (HENUs & MB) (average rating)	HQ	6.0	8.0
Baseline	No baseline. It is to be measured for the first time in 2010.		

2010 Key activities

- Establishment of structured research and development capability at Europol
- Establishment of a capability to provide advice on new legal or administrative instruments capable of reducing opportunities for crime
- Establishment of a platform to identify and promulgate good law enforcement practice in the EU

Work Programme 2010 references

Objective 2.1: Enhance analytical support by improving quality and timeliness of AWF output (through the action of promoting criminal and intelligence analysis research and development)

Objective 4.2: Knowledge sharing and capacity building initiatives to build Europol's reputation as a Centre of Excellence

2011 onwards

Once clarity is established on Europol's role and the needs have been identified, Europol will be in a central position to promote common concepts of crime prevention, forensics and specialist techniques to the Member States and partners. Participation in the European Security Research and Innovation Forum as an interface for the law enforcement community is foreseen.

Objective 3.2	Strengthen the position of Europol as a platform for specialist areas

Key Performance Indicator		Responsible for achieving target	2010 Target	2014 Target
Number of expert areas covered by Europol Platform for Experts		HQ	6	16
Baseline	0 as of 31.12.2009			

2010 Key activities

- Review of Europol's role in all expert groups and fora
- Delivery and promotion of standardised platforms for expert knowledge currently hosted by Europol on cross-border surveillance, controlled deliveries, informant handling, witness protection, EUNAT, check the web, drug logos and electronic payment

Work Programme 2010 references

Objective 4.2: Knowledge sharing and capacity building initiatives to build Europol's reputation as a Centre of Excellence

2011 onwards

From 2011 the Europol platform for experts will be expanded to offer Member States easy access to specialist areas additional to Specialised Law Enforcement Techniques including: the bomb data base system, cybercrime network, FIU.NET and biometrics including DNA.

Objective 3.3	Provide expertise and quality training in key law enforcement techniques

Key Performance Indicator		Responsible for achieving target	2010 Target	2014 Target
Satisfaction of training participants (average rating)		HQ	8.0	9.0
Baseline	No baseline, targets based on results from individual training course surveys			

2010 Key activities

- Definition of Europol's role in relation to CEPOL
- Assessment of e-learning options

Work Programme 2010 references

Objective 4.2: Knowledge sharing and capacity building initiatives to build Europol's reputation as a Centre of Excellence

2011 onwards

In 2011, Europol will develop a joint action plan with CEPOL in order to better identify and meet the training needs of MS and as a means of raising awareness of Europol. Tailor-made training packages will be offered to Member States and ECIM training will be developed.

Goal 4: Europol will grow as a modern, efficient organisation with the best resources, effective governance arrangements and a positive reputation

Objective 4.1	Strengthen Europol's accountability arrangements

Key Performance Indicator	Responsible for achieving target	2010 Target	2014 Target
Audit findings addressed by improvement measures within twelve months	HQ	80%	100%
Baseline	No baseline as new KPI		

2010 Key activities

- Establish a process for the systematic implementation of the Internal Control Standards for Effective Management
- Establishment of an Internal Audit Function
- Implementation and further development of management systems, such as Quality Management, Performance Management and Risk Management
- Implementation of internal data security and data protection audit arrangements
- Completion of all necessary implementing rules required by the Europol Council Decision by the end of 2010

Work Programme 2010 references

Objective 5.1: Complete the transition to the new legal framework in compliance with the new staff regulations

Objective 5.4: Implement organisational improvements, as identified via Europol's Quality Management System

Objective 5.8: Optimise and execute financial management processes in compliance with the new financial regulations

2011 onwards

In the course of 2011 follow-up activities are planned for the 16 Internal Control Standards, data protection audits and the Europol Council Decision implementation. They are mainly related to mainstreaming accountability practices initiated in 2010 (e.g. implementing all 16 Control Standards, starting publication of regular reports/assessments and promoting ownership of audit results).

Objective 4.2	Strengthen ICT and business alignment

Key Performance Indicator	Responsible for achieving target	2010 Target	2014 Target
Delivery of services and products in line with agreed SLA	HQ	80 %	90 %
Delivery of projects and programmes according to agreed objectives	HQ	70 %	80 %
Baseline	TBD during January 2010		

2010 Key activities

- Definition of an organisationally agreed ICT governance model
- Implement a comprehensive demand management and planning process
- Implement a sustainable ICT delivery model which includes all partners: business, ICT, Data Protection and Controllers
- Improve the shared infrastructure services

Work Programme 2010 references

Objective 1.1: Provide the appropriate technical solutions for information exchange and storage, including the further improvement of the IS and SIENA and specialised solutions when necessary

Objective 5.9: Optimise monitoring of resource allocation in relation to objectives

2011 onwards

In 2011 sustainable ICT alignment to business will be further enhanced by coordinating IT infrastructure and operations, e.g. by extending business systems to competent authorities and developing technologically advanced business services. In addition, a 'paperless administration' concept will be supported via IT-facilitated automation of administrative processes[3] in the following years.

[3] Modern software solutions for: a HR system, ABAC, procurement, travel management system, scan environment, SIM.

Objective 4.3	Improve the management of Europol's human and financial resources

Key Performance Indicator	Responsible for achieving target	2010 Target	2014 Target
Staff survey results on strategy & goals (average of 8 relevant results)	HQ	65 %	75 %
Staff survey response rate	HQ	60%	70%
Implementation of budget	HQ	95 %	95 %
Baseline	Staff survey results on strategy and goals = 57% (Staff survey 2008). Implementation of the budget = 89% as of 30.11.2009. Response rate for staff survey 58% (2008)		

2010 Key activities

- Implementation of a new organisational structure to facilitate the delivery of the new strategy
- Improvement of resource allocation in line with strategy, maximising efficiency levels
- Implementation of a competency framework
- Development of a staff reward system
- Establishment of processes and policies to secure the recruitment of an optimum number of Second National Experts

Work Programme 2010 references

Objective 5.5: Recruit, retain and develop Europol's workforce in keeping with the Vision & Values

Objective 5.9: Optimise monitoring of resource allocation in relation to objectives

2011 onwards

Follow-up activities in 2011 include reviewing and aligning all related processes and policies, further improving resource allocation in line with the Strategy, as well as further resource development (training and coaching).

Objective 4.4	Build a strong Europol culture and a positive external image

Key Performance Indicator	Responsible for achieving target	2010 Target	2014 Target
Staff survey results on engagement (average of 12 relevant results)	HQ	65 %	75 %
Client Survey response rate	HQ/MS	60%	70%
Client survey results on overall satisfaction (EPSI rating)	HQ	63.5	67.0
Client survey results on image (Image index rating)	HQ	67.9	72.0
Baseline	Staff survey on engagement = 57%. Client survey = 67.8 (image) and 63.1 (EPSI rating). Response rate for Client Survey baseline is 56% (2008)		

2010 Key activities

- Implementation of an action plan for the promotion of Europol's values
- Establishment and popularisation of a new corporate design
- Strengthening of the approach to promotion of products, services and operational results
- Launch of a new Internet website

Work Programme 2010 references

Objective 1.2: Implement measures to become the preferred channel of choice for information exchange within the EU and within third parties and more specifically – actions on raising awareness about Europol products and services

Objective 5.6: Improve awareness and acceptance of Europol's products and services, particularly within the law enforcement community

2011 onwards

2011 will see the new Corporate Design and Identity (in line with new values) publicised more widely. The successful move to the new headquarters in March 2011 will provide additional opportunities. Other supporting actions in 2011 include facilitating indirect public relations, creating a webmaster network and launching an updated Europol Intranet.

ANNEX A: Strategy Objectives with associated multi-annual KPIs and references to the Work Programme 2010

#	Strategy Objective	Multi-annual KPI	Reference to Work Programme 2010
1.1	Ensure effective delivery of a unique set of operational support services	User satisfaction with operational support (average rating) Number of cases initiated at Europol (HQ and Liaison Officers) Number of successful operational outcomes in the MS supported by Europol	Objective 2.1: Enhance analytical support to Member States and partners by improving the quality and timeliness of AWF output
			Objective 4.1: Provide enhanced operational support to Member States and partners
			Objective 5.10: Improve value for money in Europol's service delivery
1.2	Enhance the coordination of operational action in the EU	Number of regional platforms/projects supported by Europol Percentage of JITs supported by Europol	4.1 Provide enhanced operational support to Member States and partners
			5.3 Develop more effective horizontal cooperation with the relevant EU agencies and bodies and with relevant international organisations
1.3	Develop more effective cooperation with external partners	Overall exchange of information between Europol and external partners	5.3 Develop more effective horizontal cooperation with the relevant EU agencies and bodies and with relevant international organisations
			5.7 Optimise cooperation with Third States and partner organisations in accordance with the operational needs and EU priorities as reflected in the Europol External Strategy
2.1	Lead development of ECIM and promote its principles	Percentage MS' contributions that fully meet the new EU Information Requirement	3.1 Lead by example in the EU LE Community by embedding the principles of Intelligence Led Law Enforcement
			3.2 Maximise quality, relevance and timeliness of strategic products including OCTA and TE-SAT
2.2	Improve analysis capability of Europol	User satisfaction with analytical reports (average rating)	2.1 Enhance analytical support by improving quality and timeliness of AWF output
			3.1 Lead by example in the EU LE Community by embedding the principles of Intelligence Led Law Enforcement
			3.2 Maximise quality, relevance and timeliness of strategic products including OCTA and TE-SAT
2.3	Strengthen the information management capabilities of	IS searches by MS	1.1 Provide technical solutions for information exchange and storage including IS, SIENA and specialised solutions

#	Strategy Objective	Multi-annual KPI	Reference to Work Programme 2010
	Europol	Total number of cross border crime checks Overall number of messages exchanged using SIENA (MS and Europol) Number of objects in the Information System	1.2 Implement measures to become the preferred channel of choice for information exchange
3.1	Pioneer new techniques to prevent and combat international serious crime and terrorism	Stakeholder satisfaction (HENUs and MB) (average rating)	2.1 Enhance analytical support by improving quality and timeliness of AWF output (through the action of promoting criminal and intelligence analysis research and development)
			4.2 Knowledge sharing and capacity building initiatives to build Europol's reputation as a Centre of Excellence
3.2	Strengthen the position of Europol as a platform for specialist areas	Number of expert areas covered by Europol Platform for Experts	4.2 Knowledge sharing and capacity building initiatives to build Europol's reputation as a Centre of Excellence
3.3	Provide expertise and quality training in key law enforcement techniques	Satisfaction of training participants	4.2 Knowledge sharing and capacity building initiatives to build Europol's reputation as a Centre of Excellence
4.1	Strengthen Europol's accountability arrangements	Audit findings addressed by improvement measures within twelve months	5.1 Complete the transition to the new legal framework in compliance with the new staff regulations
			5.4 Implement organisational improvements, as identified via Europol's Quality Management System
			5.8 Optimise and execute financial management processes in compliance with the new financial regulations
4.2	Strengthen ICT and business alignment	Delivery of services and products in line with agreed SLA Delivery of projects and programmes according to milestones and targets	1.1 Provide technical solutions for information exchange and storage including IS, SIENA and specialised solutions
			5.9 Optimise monitoring of resource allocation in relation to objectives
4.3	Improve the management of Europol's human and financial	Staff survey results on strategy &	5.5 Recruit, retain and develop Europol's workforce in keeping with the Vision & Values

#	Strategy Objective	Multi-annual KPI	Reference to Work Programme 2010
	resources	goals Staff survey response rate Overall budget implementation	5.9 Optimise monitoring of resource allocation in relation to objectives
4.4	Build a strong Europol culture and a positive external image	Client survey results on image Client survey results on overall satisfaction Client Survey response rate Staff survey results on engagement	1.2 Implement measures to become the preferred channel of choice for information exchange within the EU and within third parties – actions on raising awareness about Europol products and services 5.6 improve awareness and acceptance of Europol's products and services, particularly within the LE community