

Analysis of the Work Programme process during 2009 identified a number of areas for improvement that were addressed in the elaboration of the Work Programme 2011, including in regard to:

- Performance management;
- Evaluation of corporate planning and implementation of objectives;
- Interdependencies of objectives and budget.

3. Influencing Factors

The **Europol Strategy 2010-2014** provides a clear framework for the strategic development of the Organisation. The implementation of the strategy will take place via the achievement of objectives on an annual basis, as expressed in this and future Work Programmes.

Detailed internal and external consultation exercises in the second half of 2009 provided valuable input for the elaboration of the strategy and the Work Programme 2011. Based on this provisional multi-annual planning, prioritised objectives have been defined for 2011.

The **external factors** below have been taken into account in the preparation of the Work Programme 2011:

- The entry into force of the Treaty of Lisbon;
- “The Stockholm Programme – An open and secure Europe serving and protecting the citizens”⁵ (the new multiannual EU Justice and Home Affairs Programme scheduled for adoption in December 2009);
- The draft Internal Security Strategy for the European Union: “Towards a European Security Model”⁶
- Council Conclusions setting the EU's priorities for the fight against organised crime based on the 2009 Organised Crime Threat Assessment and the Russian Organised Crime Threat Assessment⁷.

The Work Programme objectives also take into account issues identified in recent Europol Evaluation Reports, namely the need for increased flexibility in responding to emerging criminal threats; increased use by Member States of tools and platforms provided by Europol; the development of Member States’ operational requirements, as expressed via the HENUs, AWF and other meetings; and the need for greater levels of budgetary efficiency.

Finally, reference is also made to the fact that the Host State is expected to deliver the new headquarters in December 2010, meaning that a significant commitment of resources will be made during the first quarter of 2011 in order to complete the move.

⁵ 16484/1/09 REV , Brussels, December 2009 (reference to be updated upon adoption)

⁶ Document circulated by the Spanish Presidency, to be discussed at the informal meeting of JHA Ministers on 22 January 2010 in Toledo

⁷ 8301/3/09 REV 3 CRIMORG 54, Brussels, 20 May 2009

4. Work Programme Objectives

The annual objectives are structured according to the goal in the Europol Strategy they support most directly. The overview table for each strategic goal shows the relevant strategic (multi-annual) objectives and indicates the relevant multi-annual KPIs. Draft annual targets for 2011 will be added before the document is finalised. These targets should be reviewed based on monitoring and evaluation of performance during 2010.

The SMART annual objectives highlight specific activities to be performed and milestones to be achieved in the course of 2011.

Unless stated otherwise, all objectives should be achieved by the end of 2011.

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

Multi-annual level (Europol Strategy 2010-2014)		Annual level (Europol Work Programme 2011)
Strategic Objectives	Strategic KPIs	Annual Objectives
1.1 - Ensure effective delivery of a unique set of operational support services	i. User satisfaction with operational support (average rating) ii. No. of cases initiated at Europol (staff and Liaison Officers) iii. Number of successful operational outcomes in MS supported by Europol	1.1.1 – Increase the number of Member States' cases supported by analytical and other operational services
		1.1.2 – Implement an improved mobile office solution and enhanced coordination of all incoming information via a fully operational 24/7 Support and Coordination Centre at the new Europol Headquarters
1.2 – Enhance the coordination of operational action in the EU	i. Number of regional projects/platforms supported by Europol ii. Number of JITs supported by Europol	1.2.1 – Maximise Europol's support to COSPOL projects and any similar coordination arrangements under the new COSI structure
		1.2.2 – Implement new arrangements to provide operational support to all regional cooperation initiatives in the EU
1.3 – Develop more effective cooperation with external partners	Overall exchange of information between Europol and external partners	1.3.1 – Ensure that joint action plans are in place with all operational cooperation partners (EU agencies, international organisations and non-EU states)
		1.3.2 – Establish cooperation arrangements with ten key private sector partners

Annual Objective 1.1.1: Increase the number of Member States' cases supported by analytical and other operational services

At the heart of the Europol Strategy 2010-2014 is the expectation that, through improved information collection and coordination, Europol will deliver a better operational service to MS. By the end of 2011 these improvements will be realised by a marked increase in the number of cross-border operations initiated by or through Europol.

The Operational Support and Coordination Centre (OSCC) introduced as of 1 January 2010 will be a key component in the realisation of the Strategy. The routing of information via a central coordination point will increase Europol's capacity to identify trends and ultimately opportunities for effective operational action.

Annual Objective 1.1.2: Implement an improved mobile office solution and enhanced coordination of all incoming information via a fully operational 24/7 Support and Coordination Centre at the new Europol Headquarters

The "first generation" of Europol's Operational Support and Coordination Centre (OSCC) will be launched as of 1 January 2010. During 2010 and 2011, all logistical and regulatory obstacles will be addressed in order to maximise the operational capacity of the OSCC by the end of 2011.

The move to the new headquarters in particular, as well as the experience gained from the first year of operation, will provide the opportunity to implement the "second generation" OSCC, in particular a purpose-built 24/7 communication and data processing centre, including an operational support coordination environment available to the ELOs (and SNEs) as well as Europol staff.

Annual Objective 1.2.1 – Maximise Europol's support to COSPOL projects and any similar coordination arrangements under the new COSI structure

Europol will enhance its role in the EU's improved internal security architecture, making best use of its improved information position (see Goal 2) to inform decision-makers and investigators. Specifically, Europol will:

- Develop its role in support of the operational internal security committee (COSI) created under the Treaty of Lisbon;
- Provide improved support to COSPOL projects.

By playing an active role at strategic and operational levels, Europol will be better able to provide the right support to the right operations at the right time, as delivered via objectives 1.1.1 and 1.1.2 above. This role will be established in 2010 and lead, during 2011, to the sustained development of Europol as a central coordination agency for security action in the JHA domain.

1.2.2 – Implement new arrangements to provide operational support to all regional cooperation initiatives in the EU

During 2010, Europol will develop a new regional support concept, in order to provide more consistent support to regional structures such as the SECI Center, the Baltic Sea Task Force, and the Maritime Analysis and Operations Centre – Narcotics (MAOC-N).

Working together with such structures will deliver a tailored regional approach, combining the benefits of Europol's EU-wide overview and unique analytical, information management and other capabilities with more specific knowledge and expertise held regionally. During 2011, the deployment of a common regional concept will be finalised in respect of all appropriate regional initiatives. This will increase information exchange and operational coordination.

Annual Objective 1.3.1: Ensure that joint action plans are in place with all operational cooperation partners (EU agencies, international organisations and non-EU states)

The elaboration of a new Europol External Strategy will be a major consultation exercise in 2010. It is expected to lead to a series of prioritised actions to make cooperation with existing partners more effective. One of these actions will be to establish joint plans with non-EU states, EU agencies and international organisations, in three categories: partners with strategic cooperation agreements; partners with whom operational cooperation agreements are foreseen; and partners with existing operational cooperation agreements. These plans, to be developed throughout 2010 and 2011, will be drafted mutually and will outline the concrete steps to be undertaken in order to realise the full potential of present and future cooperation arrangements. By the end of the year the first results will appear through more productive operational relations. These cooperation arrangements will be enhanced by the establishment of a secure communication connection in each case.

Annual Objective 1.3.2 – Establish cooperation arrangements with ten key private sector partners

Effective arrangements for cooperation with the private sector can deliver important benefits in certain operational areas. Europol's new legal framework provides additional scope for such cooperation, and these opportunities will be explored and exploited via a structured and coordinated approach. The partners with whom such action plans could provide the most benefit will be identified in Europol's new External Strategy (2010-2014), to be prepared in consultation with the MB in 2010. Arrangements will be developed and implemented during 2011.

4.2. Goal 2: Europol will become the EU criminal information hub

Multi-annual level (Europol Strategy 2010-2014)		Annual level (Europol Work Programme 2011)
Strategic Objectives	Strategic KPIs	Annual Objectives
2.1 - Lead the further development of a European Criminal Intelligence Model and promote its principles with national and EU authorities	Percentage of Member States' contributions that fully meet proactively supporting the new EU Information Intelligence Requirement	2.1.1 – Develop an EU Intelligence Requirement which provides clear guidance to Member States about the strategic and operational information they should provide to Europol
2.2 – Improve the analysis capability of Europol	User satisfaction with analytical reports (average rating)	2.2.1 – Deliver an OCTA as a result of improved methodology by 30 March 2011, and other strategic assessments in high priority subjects
		2.2.2 – Improve the quality of Europol's operational analysis reports as a result of a revised AWF structure
2.3 – Strengthen the information management capabilities of Europol	i. IS searches by MS ii. Total number of cross border crime checks iii. Overall number of SIENA messages exchanged (MS and Europol) iv. Number of objects in the Information System	2.3.1 – Deliver Phase 2 of SIENA, including extension to competent authorities, automatic feeding of the EAS, follow-up to competent authorities' searches in the IS, advanced case management, and third party access
		2.3.2 – Develop Europol's information management tools and contribute to the EU information management strategy via the Interoperability & Cross-Matching Programme, the Europol Platform for Experts (EPE) Programme and the Forensic Intelligence Programme

Annual Objective 2.1.1: Develop an EU Intelligence Requirement which provides clear guidance to Member States about the strategic and operational information they should provide to Europol

The existing exercise of annual intelligence collection, principally for the OCTA, will be developed into a more holistic approach. Via this mechanism, Europol will collect information and intelligence not only for the OCTA but for all serious organised crime threats to the EU. The intelligence requirement will guide the Member States in their provision of information and intelligence to Europol, based on prioritised threats and intelligence gaps.

Council Conclusions regarding the further development of the European Criminal Intelligence Model (ECIM) can be expected in the course of 2010, and Europol is ready to support the strengthening of the ECIM, in particular with a view to its practical application. In 2011, the systematic use of the new EU Intelligence Requirement will generate improvements in information flows.

Annual Objective 2.2.1: Deliver an OCTA as a result of improved methodology by 30 March 2011, and other strategic assessments in high priority subjects

In the last Council Conclusions based on the OCTA, it was observed that:

“In order to make the OCTA operationally usable, it has to be made more concrete, to allow precise counter-measures and priorities. The latter has to be directed against determined criminal structures, specific types of crimes or as co-ordinated regions.”⁸

Europol will adhere to this request in preparing the next OCTA, which will

- Be complemented by relevant thematic and regional assessments to address priority areas and/or intelligence gaps;
- Provide a picture of the most significant criminal networks on a regional and pan-European basis;
- Facilitate the selection of targeted investigations and operations.

Annual Objective 2.2.2: Improve the quality of Europol’s operational analysis reports as a result of a revised AWF structure

Throughout 2010 and 2011, Europol will make various improvements to the way it manages its Analysis Work Files, including:

- Common quality standards for analytical reports
- Improved prioritisation and resource allocation mechanism
- Making better use of financial intelligence
- Improvements to Europol Analysis System (EAS) (see also objective 2.3.2)

⁸ P.6, Council Conclusions setting the EU's priorities for the fight against organised crime based on the 2009 Organised Crime Threat Assessment and the Russian Organised Crime Threat Assessment (8301/3/09 REV 3 CRIMORG 54, Brussels, 20 May 2009)

The purpose of all these steps will be to deliver analytical findings of higher quality and greater relevance to Europol's counterparts in the Member States. The success of these measures will be directly measured via standardised satisfaction questionnaires completed by the recipients.

Annual Objective 2.3.1: Deliver Phase 2 of SIENA, including extension to competent authorities, automatic feeding of the EAS, follow-up to competent authorities' searches in the IS, advanced case management, and third party access

While SIENA phase 1 was basically aimed at replacing InfoEx, phase 2 will go beyond the information exchange facilities Europol has known so far.

SIENA phase 2 will not be fully implemented before the "freeze" on ICT development from approximately 1 October 2010 to April 2011 (related to the preparation of the new Headquarters). The SIENA phase 2 functionalities not implemented before the "freeze" will be delivered before the end of 2011.

The main functionalities delivered by SIENA will be:

- Extension to competent authorities (light version – web access)
- Automatic feeding of the EAS
- Follow-up to competent authorities' searches in the IS
- Advanced case management
- Basic communication functions for Operational Support and Coordination Centre (OSCC)
- Third party access

Annual Objective 2.3.2: Develop Europol's information management tools and contribute to the EU information management strategy via the Interoperability & Cross-Matching Programme, the Europol Platform for Experts (EPE) Programme and the Forensic Intelligence Programme

In addition to the major improvements foreseen for SIENA, Europol will continue developing its other main information management tools – the Information System (IS) and the Europol Analysis System (EAS) – by identifying areas for improvement in consultation with users, and implementing the prioritised changes via phased releases.

Meanwhile Europol's information management capabilities will be further developed via the following programmes under the "Principle of Availability" umbrella:

- Interoperability & Cross-Matching Programme
- Europol Platform for Experts (EPE) Programme (see also objective 3.2.1)
- Forensic Intelligence Programme

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

Multi-annual level (Europol Strategy 2010-2014)		Annual level (Europol Work Programme 2011)
Strategic Objectives	Strategic KPIs	Annual Objectives
3.1 – Pioneer new techniques to prevent and combat international serious crime and terrorism	Stakeholder satisfaction (HENUs & MB) (average rating)	3.1.1 – Establish a fully operational computer forensics lab in the new Europol headquarters
		3.1.2 – Further develop Europol's research and development capacity based on a needs analysis to be conducted in 2010
3.2 – Strengthen the position of Europol as a platform for specialist areas	Number of expert areas covered by Europol Platform for Experts	3.2.1 – Complete the Europol Platform of Experts with all categories of specialist knowledge held at Europol, including the analysis platform, child exploitation tracking system, Financial Crime Information Centre (FCIC), Internet and Forensic Expert (IFOREX) forum and the current content of the Knowledge Management Centre (KMC)
3.3 – Provide expertise and quality training in key law enforcement techniques	Satisfaction of training participants (average rating)	3.3.1 – In cooperation with CEPOL, develop and deliver a training programme tailored to the needs of the Member States

Annual Objective 3.1.1: Establish a fully operational Computer Forensics lab in the new Europol headquarters

The availability of the new Europol headquarters will provide the opportunity to establish a purpose-built forensic research and development laboratory as part of the High Tech Crime Centre. This facility will allow Europol's experts to further develop their expertise but also to support Member States' investigations with more advanced computer forensic tools.

Annual Objective 3.1.2: Further develop Europol's research and development capacity based on a needs analysis to be conducted in 2010

Europol will develop its role by recruiting and developing the necessary expertise. Europol will also participate in relevant advisory bodies at EU and international level, in order to move towards common concepts, in particular in the fields of crime prevention and forensics. By participating in ESRI, Europol will strive to ensure that the priorities of the law enforcement community are recognised by the research community and at EU level. During 2011, the first results will appear of Europol facilitating the development of new law enforcement techniques for the benefit of MS.

Annual Objective 3.2.1: Complete the Europol Platform of Experts with all categories of specialist knowledge held at Europol, including the analysis platform, child exploitation tracking system, Financial Crime Information Centre (FCIC), Internet and Forensic Expert (IFOREX) forum and the current content of the Knowledge Management Centre (KMC)

The development of Europol's Specialist Platform capabilities will be enhanced during 2011 with the addition of:

- Paysafe
- Analysis platform
- Child exploitation tracking system
- Financial Crime Information Centre (FCIC)
- Internet and Forensic Expert (IFOREX) forum
- Knowledge Management Centre (KMC)

Annual Objective 3.3.1: In cooperation with CEPOL, develop and deliver a training programme tailored to the needs of the Member States

Training should be designed and delivered based on training needs identified in consultation with the Member States. A standardised catalogue presenting the main training courses offered by Europol should be developed. Europol will continue to cooperate closely with CEPOL in order to ensure that complementary services are provided. Where relevant, training modules delivered by Europol will be included in CEPOL's training agenda.

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

Multi-annual level (Europol Strategy 2010-2014)		Annual level (Europol Work Programme 2011)
Strategic Objectives	Strategic KPIs	Annual Objectives
4.1 – Strengthen Europol's accountability arrangements	Percentage of audit findings addressed by improvement measures within twelve months	4.1.1 – Ensure effective implementation of 2010 audit findings
		4.1.2 – Make further improvements in performance reporting to Stakeholders
		4.1.3 Implement internal control standards, including risk management and business continuity, throughout the Organisation
4.2 – Strengthen ICT and business alignment	(i) Delivery of services and products in line with agreed SLA (ii) Delivery of projects according to milestones and targets	4.2.1 – Develop advanced ICT solutions for secure, efficient business services
4.3 – Improve the management of Europol's human and financial resources	(i) Staff survey results on strategy & goals (average of 8 relevant results) (ii) Staff survey response rate (iii) Implementation of budget	4.3.1 – Complete implementation of a competency framework for the management of Europol's human resources
		4.3.2 – Maximise budget efficiency in order to achieve operational objectives with available resources
4.4 – Build a strong and positive Europol culture and image	(i) Staff survey results on engagement (average of 12 relevant results) (ii) Client Survey response rate, (iii) results on overall satisfaction and (iv) results on image	4.4.1 – Complete the establishment of a comprehensive communications strategy
		4.4.2 – Open Europol's fully operational new headquarters by April 2011

Annual Objective 4.1.1: Ensure effective implementation of 2010 audit findings

With the applicability of the Europol Council Decision (ECD) on 1 January 2010, Europol will have to comply with a new legal framework and, as a consequence, many new standards. The new legal framework also entails the performance of audit activities by various governing bodies. These activities, whether in the form of consultancy services or assurance audits, will provide additional valuable input to Europol in its efforts to ensure compliance with its new legal framework. The audit findings from 2010 – Europol's first year of operations under ECD – will form the basis of further developments in 2011.

Annual Objective 4.1.2 – Make further improvements in performance reporting to stakeholders

In line with an improved performance management framework, Europol will focus in 2011 on two areas: greater transparency in reporting to the budgetary authority (Council and European Parliament) and tailor made performance reporting to Member States. The latter should give each Member State a clear picture of the level of cooperation with and contributions to Europol in line with national priorities and consequent results and successes achieved.

Annual Objective 4.1.3: Implement internal control standards, including risk management and business continuity, throughout the Organisation

- Design and implement Europol's process landscape, by focussing on critical processes and in consultation with the IAF;
- Refine and implement an organisational risk management process (including business continuity), making use of the consultancy services of the IAF;
- Maintain and develop organisational risk assessment activities, together with the IAS and IAF;
- Deploy business continuity arrangements at the new Europol headquarters;
- Develop an off-site disaster recovery solution for Europol;
- Conduct business continuity exercises to test processes and ensure preparedness;
- Raise awareness for risk management and business continuity in particular throughout Europol.

Annual Objective 4.2.1 – Develop advanced ICT solutions for secure, efficient business services

The following initiatives will be prioritised in 2011:

- Identity and Access Management, Phase 3: increased security through strong authentication, applied to an extended range of law enforcement and support applications
- Improvements to Network Security
- Analysis and planning for the accreditation of Europol systems and ICT infrastructure to CONFIDENTIAL level, including accreditation of Europol Secure Network, IAM System, Europol Information System, Europol Analysis System and SIENA
- Network Transformation Programme: requirements analysis; architecture changes, including business and ICT levels; roadmap development; detailed design of the Office network, Law Enforcement network, the Corporate Access zone, and the External Services zone; implementation plan, including a detailed migration plan of systems and applications to the new network architecture.
- HR System Phase 2, including additional modules for workforce planning, learning management and recruitment and staffing
- New Intranet
- Functional Migration to new version of Document Management System
- Implementation of a Content and Information Lifecycle solution (for improved management of documents and information)
- Electronic workflow implementation (definition of requirements and procurement phase)

Annual Objective 4.3.1: Complete implementation of a competency framework for the management of Europol's human resources

The Competency Framework will improve the objective, transparent performance of numerous HR management processes, in particular:

- Determining the appropriate salary grades for posts on appointment
- Identifying differences between posts and re-grading officials, if required
- Recruitment and selection
- Staff Development and Review Process (SDRP), including objective-setting, assessment and identification of training needs

Phased introduction of the Competency Framework will begin in 2010, starting with recruitment processes, but the full implementation will be completed in 2011, via a review and revision of the framework and training/awareness activities for management and staff.

Annual Objective 4.3.2: Maximise budget efficiency in order to achieve operational objectives with available resources

The aim of effective financial management at Europol is to ensure that the necessary resources are provided in order to fulfil the Organisation's core business objectives (Goals 1, 2 and 3) while avoiding unnecessary expenditure. Greater accuracy the business, financial and HR planning contributes to greater efficiency. In 2011, the average monthly vacancy rate should not exceed 2.5% and annual budget implementation should be at least 95%.

Annual Objective 4.4.1: Complete the establishment of a comprehensive communications strategy

Europol will continue to develop its communication tools based on the new corporate design launched at the beginning of 2010. Europol will encourage and assist the Member States in their efforts to raise awareness about Europol's methods, standards, products, services and operational results, as part of a unified communication programme.

Annual Objective 4.4.2: Open Europol's fully operational new headquarters by April 2011

If the new building is delivered by 15 December 2010 as planned, the transfer of staff and equipment should be completed by March 2011, ready for an opening ceremony in April 2011.

The outcome will be a fully equipped office building for 850 persons, with greatly improved conference, visitor and parking facilities. The supporting services and processes will also be improved.

Annex A – Objectives, Key Performance Indicators and Resource Allocation

To be added for March MB meeting.

Annex B – Overview of Main Risks and Mitigating Measures

To be added for March MB meeting.

AWF a cui partecipa l'Italia

File #	Name	Mandated Crime area	Opening Date
99-001	Monitor	Outlaw Motorcycle Gangs	07/09/99
99-008	Hydra (già Islamic Terrorism)*	Islamic Terrorism	29/06/08 22/02/00*
	• <i>T.G. Insilal</i> • <i>T.G. Cantata - Malachiet</i>		
99-009	EEOC	Eastern European Organised Crime networks	16/11/99
	• <i>T.G. RUDOL II</i> • <i>T.G. Stork</i>		
00-002	Mustard	Turkish networks involved in heroin trafficking	13/10/00
01-001	Sustrans	Suspicious financial transactions	26/11/01
	• <i>T.G. Shellnet</i> • <i>T.G. Shovel</i>		
01-002	Cola	Latin-American networks involved in cocaine trafficking	07/09/99
01-004	Twins	Child pornography networks on the internet	16/08/01
03-027	Terminal	Payment card fraud	18/04/03
03-029	Dolphin	Most important non-Islamic terrorist organisations threatening the EU.	08/09/03
03-030	Copper	Ethnic Albanian Organised Crime networks	30/12/03
03-031	Furtum	Itinerant ex-Yugoslav burglary gangs	05/01/04
04-034	Synergy	Synthetic Drugs	13/12/04
04-035	Soya	Counterfeiting of the Euro	01/03/05
05-036	Smoke	Illicit Tobacco Trade	25/04/05
05-037	Checkpoint	Facilitated illegal immigration	09/10/06
	• <i>T.G. Moluk</i> • <i>T.G. Storm</i>		
07-038	Phoneix	Traffico di Esseri Umani	26/06/07
08-038	Copy	Pirateria commerciale	30/01/08
08-040	MTIC	Frodi intracomunitarie	02/04/08
09-041	Cyborg	Crimini informatici	29/04/09
09-043	Cannabis	Stupefacenti	18/01/10